



A Review of Culture at Airservices Australia

2020

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Contents

Chapter 1: The nature and scope of the Review 5

1.1 Background	5
1.2 Methodology	6
1.2.1 Focus groups	6
1.2.2 Interviews	7
1.2.3 Written submissions	7
1.2.4 Online survey	7
1.2.5 Airservices documentation and other literature	7
1.2.6 Briefings and meetings	7
1.3 Themes	8

Chapter 2: The case for change – Why an inclusive and respectful culture matters 9

2.1 Introduction	9
2.2 Building a positive organisational culture	10
2.3 Safety, inclusion and respect go hand in hand	11
2.4 Inclusion and respect underpin a learning culture	13

Chapter 3: The importance of strong and courageous leadership 14

3.1 Introduction	14
3.2 Strong leadership drives reform	14
3.3 Leadership and people management	15
3.4 Behaviours contrary to courageous leadership and a positive culture	16
3.5 Leadership and commitment to cultural reform	17

Chapter 4: Experiences and perceptions of culture – What we heard 18

4.1 Introduction	18
4.2 Positive relationships and good friendships	18
4.3 Belonging, value and inclusion	21
4.4 Acceptance of diversity within Airservices	28
4.5 The experiences of women	29
4.6 Work, care and flexible working arrangements	33
4.7 The boys' club, cliques and exclusion	34

Chapter 5: Bullying, sexual harassment and reporting 35

5.1 Introduction	35
5.2 Bullying	36
5.3 Sexual harassment	44
5.3.1 Everyday sexism	51
5.4 Impact of bullying and sexual harassment	52
5.5 Reporting bullying and sexual harassment	53
5.5.1 Reporting bullying	53
5.5.2 Reporting sexual harassment	59
5.5.3 What we heard about reporting	61

Chapter 6: Conclusion and Framework for Action 63

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Chapter 1: The nature and scope of the Review

1.1 Background

In 2019, Elizabeth Broderick & Co ('EB & Co' or the 'Review Team') was engaged by Airservices Australia ('Airservices') to examine and make recommendations on aspects of its culture (the 'Review'). Specifically, EB & Co was asked to:

conduct an independent, expert review to examine and make recommendations on workplace culture issues including inclusion, bullying, sexual harassment and employee's readiness to report incidents.

Employees of Airservices across various business areas and locations were invited to contribute to the Review through:

- Focus groups
- Confidential individual interviews
- A confidential written submission process
- A confidential online survey.

Together with other inputs, results from the various employee feedback mechanisms were analysed. These results have directly informed practical high-impact recommendations for reform across the business, particularly in regard to those areas requiring strengthening. The Review methodology is discussed in further detail in Section 1.2 below.

The CEO of Airservices has publicly committed to publishing this report and implementing its recommendations. EB & Co commends him for this assurance. The report that is the result of the Review is important but equally important is the process that has led to the report. Previous experience suggests that the process of undertaking the Review has resulted in many conversations about culture; this, together with strong employee engagement, will build momentum for change and accelerate cultural reform within Airservices.

As the aviation industry confronts the economic challenges presented by the COVID-19 global pandemic, Airservices has implemented a number of innovative strategies to support its workforce, while maintaining the safety of aircraft that continue to fly through Australian airspace. The interventions which Airservices has taken show that it is an organisation capable of resetting while at the same time continuing its operations. The Review Team believes that the organisation's progress in this area provides the unique groundwork and opportunity to reset the culture.

This report reflects the views and experiences of Airservices employees. The Review did not extend to investigating or making findings about any individual incident or allegations made by or about any individual Airservices employee. The information provided by employees is confidential to EB & Co.

The Review Team sincerely thanks everyone who contributed to the Review for their candour and honesty, for sharing their personal and often distressing experiences, and for their suggestions for positive change. The Review itself has been a catalyst for transformative change within the organisation. It acknowledges that action on cultural reform has been taken in advance of the delivery of this report.

1.2 Methodology

The findings and recommendations in this report are supported by strong and robust evidence obtained from both qualitative and quantitative data comprising:

- An online survey
- Focus groups across many geographical locations, both metropolitan and regional
- Confidential interviews
- Written submissions from individual Airservices employees
- Review of academic literature
- Review of Airservices policies and other data
- Briefings and meetings.

All participation in the Review was voluntary and employees had a choice as to if, when and how they engaged in it. This ensured that all employees could be involved in the Review on a confidential basis.

The following section describes the detailed methodology adopted for the Review.

1.2.1 Focus groups

Twenty-six focus groups were held with Airservices employees across Australia, in:

- Brisbane
- Melbourne
- Sydney
- Canberra
- Cairns
- Perth
- Karratha
- Gladstone
- Rockhampton.

Visits to Aviation Rescue and Fire Fighting Services (ARFFS) Fire Stations were carried out in Sydney, Melbourne, Cairns, Perth, Karratha, Gladstone and Rockhampton.

The Review Team held five women-only focus groups in Brisbane, Melbourne, Sydney, Canberra and Perth.

Focus group facilitators (comprised of Review Team members) were guided by a structured series of questions designed to explore themes relevant to the scope of the Review.

A planned visit to Darwin was cancelled due to the COVID-19 outbreak and consequent travel restrictions. Airservices' employees who had enrolled in focus groups in Darwin were offered the opportunity of a one-on-one telephone interview with a Review Team member, as well as the opportunity to provide a written submission.

Notes were taken by the Review Team of focus group discussions while upholding the confidentiality of participants. Quotes used throughout this Report were taken directly from the focus group notes or from comments made through the online survey (see Section 1.2.4). All focus group and interview participants were made aware that any statements made by them or examples of incidents used in this report would be de-identified.

1.2.2 Interviews

One hundred and ninety seven (197) individual interviews were conducted in person or by telephone. This number far exceeded the Review Team's expectations as to how many employees would request an interview. The large number of employees requesting interviews suggests that the culture of the organisation is important to them, and that many believe the organisation is capable of positive cultural change. It also indicates that employees may have exhausted other avenues to talk through grievances or incidents, and that overall, the culture is not one where employees feel 'safe to speak up'.

Employees who were interviewed were advised that the interview content was confidential to the Review Team only. Exceptions to this included where the individual consented in writing that their information be provided to Airservices or where the individual presented a risk to themselves or others. Interview participants were advised that any quotes provided to the Review Team that would later be used in this Report would be de-identified and only included with their written consent.

1.2.3 Written submissions

Airservices employees provided 81 written submissions via the Review Team's confidential email address. Quotes in this report from written submissions are included with the written consent of the authors.

The Review team also received an extensive written submission from Civil Air Australia detailing many of their members' experiences of bullying, harassment and sexual harassment, and describing the culture of Airservices more broadly.

1.2.4 Online survey

An online survey (the survey) was administered to all Airservices employees from 10 February to 28 February 2020. Some 2,171 employees responded to the survey, bringing the response rate to 58.1%. This represented a very strong response rate.

All Airservices employees were invited to participate in the survey via an all-employee email from the CEO. This also included several reminders from Executive and local leaders, including union representatives.

The survey was administered by the Social Research Centre, a leading research institution affiliated with the Australian National University. The Social Research Centre performed analysis of the survey data on behalf of the Review Team. The survey questions reflected the issues identified in both the focus groups, interviews and written submissions and provided an alternative avenue for Airservices staff to engage with the Review to confidentially express their views and experiences. The survey findings are utilised and conveyed throughout this report. Given the comprehensive and detailed nature of the survey instrument, only the most pertinent data is presented.

1.2.5 Airservices documentation and other literature

During the course of the Review, the Review Team requested and received documentation and information from Airservices, including policies, strategies, frameworks, previous employee survey data, and other key metrics and information. The Review Team also undertook literature reviews in several areas to support its recommendations. The report of the Honourable Anthony M North QC on *The Workplace of Airservices Australia* and Dr Angela Ballard's report for the United Firefighters Union of Australia – Aviation Branch, *A Better Way: Workplace Bullying and Harassment in Commonwealth Firefighting, Volume 1*, were valuable resources for the Review.

1.2.6 Briefings and meetings

Regular briefings and meetings were held with senior leaders within Airservices, particularly the Chief Executive Officer (CEO). Briefings were also held with the Executive Team, the Airservices' Board, the Chair and the Deputy Chair.

In addition, members of the Review Team met with representatives of Civil Air Australia and the United Firefighters Union of Australia – Aviation Branch.

1.3 Themes

The Review Team had deep engagement with Airservices' employees and were impressed with their level and depth of participation.

Employees reported many positive aspects of their workplace culture. In particular, they valued:

- Camaraderie with their immediate team and crew
- Their commitment, love of, and attachment to the work they do
- Rewarding experiences in their roles, including for some, over a number of decades
- Their pride in the critical role they play in aviation safety.

Some also identified a positive shift in the culture at Airservices, including in relation to greater diversity of the workforce.

For others, there were elements of the culture that significantly impacted on their ability to thrive in their roles. Many of these issues went to the heart of dignity, respect and psychological safety.

This report examines the culture of Airservices, specifically relating to bullying, harassment, sexual harassment, psychological safety and inclusion. It draws on the extensive qualitative and quantitative data collected by the Review Team in order to provide informed and detailed insight and analysis. The report covers the entire Airservices organisation and highlights both the positive areas of culture and those areas that need immediate attention. It concludes with a Framework for Action and recommendations for positive cultural change.

Chapter 2: The case for change – Why an inclusive and respectful culture matters

2.1 Introduction

Creating a workplace culture and conditions where all employees can thrive is critical for employees' sense of safety and engagement, and also for innovation and productivity. Employees who work in an inclusive organisation are more likely to innovate, provide excellent customer and client service, and are more productive than those in non-inclusive organisations.¹ Further, they are more highly engaged and satisfied, and less likely to leave their employer. Diverse, respectful and inclusive organisations attract and retain the best talent in an increasingly competitive market.

Research consistently shows that diversity and an inclusive culture drives business performance – companies with top quartile gender and ethnic diversity outperform peers by 21% and 33%, respectively.² CEOs and leaders that are doing this well articulate a compelling vision, hold individuals accountable for delivery, and replicate this approach through all levels of leadership throughout the entire organisation.

McKinsey and Co³ describe 'inclusiveness' using three dimensions within organisations:

- Openness – It is safe to express thoughts, ideas and concerns.
- Equality – There is a perception of fairness and an equal chance for all employees to succeed.
- Belonging – Employees share a positive connection to each other and the organisation.

1 Diversity Council of Australia (DCA) 2018, 'Why Inclusion Matters', <https://www.dca.org.au/inclusion-at-work-index/why-inclusion-matters>

2 Hunt, H, Yee, L, Prince, S & Dixon-Fyle, S 2018, *Delivering Through Diversity*, McKinsey & Company, <https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>

3 Sancier-Sultan, S & Sperling-Magro, J 2019, 'Taking the Lead for Inclusion', McKinsey & Company, <https://www.mckinsey.com/featured-insights/gender-equality/taking-the-lead-for-inclusion>

2.2 Building a positive organisational culture

Organisational culture can be defined as:

*a system of shared assumptions, values, and beliefs, which governs how people behave in organisations. These shared values have a strong influence on the people in the organisation and dictate how they dress, act, and perform their jobs.*⁴

It is 'the unwritten rules that constrain the behaviour of individuals within an organisation'.⁵

Put simply, organisational culture is 'the way we do things around here' – the behaviour that is accepted or condoned and the behaviour that isn't. One marker of culture is how employees, managers and leaders behave and whether they are held to account for stepping outside the cultural norms. A culture consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviours and understanding.

Organisational culture sets the context for everything an enterprise does. Within larger organisations, a number of subcultures will also exist – divisions, geographies, functions and leaders will contribute to the creation and maintenance of subcultures. For example, in Airservices, there is an aviation rescue fire fighting (ARFF) subculture and an air traffic control (ATC) subculture, and the culture in regional locations is markedly different to the culture in head office.

Culture also provides an informal control mechanism, a strong sense of identification with the organisation and shared understanding among employees about what is important. Organisational culture tends to emerge over time, shaped by the organisation's leadership and by actions and values perceived to have contributed to earlier successes. To this end, organisational leaders play an instrumental role in changing, shaping and sustaining organisational culture.

For any organisation, a positive culture – one that fosters diversity, inclusion, respect and safety – is critical to that organisation's success. As noted in the *Harvard Business Review*:

*a large and growing body of research on positive organizational psychology demonstrates that not only is a cut-throat environment harmful to productivity over time, but that a positive environment will lead to dramatic benefits for employers, employees, and the bottom line ... While a cut-throat environment and a culture of fear can ensure engagement (and sometimes even excitement) for some time, research suggests that the inevitable stress it creates will likely lead to disengagement over the long term. Engagement in work – which is associated with feeling valued, secure, supported, and respected – is generally negatively associated with a high-stress, cut-throat culture.*⁶

A positive culture is also one that encourages and supports innovative thinking and innovation to grow – it allows for differing views and perspectives. This is particularly the case for those organisations that are diverse and inclusive – features which are inextricably linked to a company's innovation. Forbes' research shows that:

*Multiple and varied voices have a wide range of experiences, and this can help generate new ideas about products and practices ... A diverse and inclusive workforce brings the different perspectives that a company needs to power its innovation strategy.*⁷

4 McLaughlin, J, 2020, 'What is Organizational Culture? – Definition and characteristics', study lesson transcript, study.com, <http://study.com/academy/lesson/what-is-organizational-culture-definition-characteristics.html>

5 Clappitt, P 2005, *Communicating for Managerial Effectiveness*, Sage Publications, London.

6 Seppälä, E & Cameron, K 2015, 'Proof That Positive Work Cultures Are More Productive', Harvard Business School, <https://hbr.org/2015/12/proof-that-positive-work-cultures-are-more-productive>

7 Forbes, n.d. 'Global Diversity and Inclusion: Fostering Diversity Through a Diverse Workforce' Forbes Insights, https://images.forbes.com/forbesinsights/StudyPDFs/Innovation_Through_Diversity.pdf

Human Resources (HR) or People Services have a unique role in ensuring that an organisation's culture will strengthen and thrive. When an organisation interrogates its culture, it can then go on to establish HR policies, programs and strategies that support and strengthen its core purpose and values. In organisations with an aligned culture, the same core characteristics or beliefs motivate and unite everyone, cascading down from the C-suite to individual contributors.⁸

Culture is powerfully shaped by incentives. The best predictor of what people will do is what they are incentivised to do. This can include monetary rewards, non-monetary rewards such as status, recognition and advancement, and sanctions. A positive culture is good for the overall effectiveness of an organisation. It enhances positive emotions and well-being and, in doing so, improves employees' relationships with each other. It increases their abilities and innovation and guards against negative experiences such as stress. It attracts talent and enhances loyalty to the leaders and to the organisation. It brings out employees' best strengths and talents:

When organizations develop positive, virtuous cultures they achieve significantly higher levels of organizational effectiveness – including financial performance, customer satisfaction, productivity, and employee engagement.⁹

Finally, as an Airservices employee told the Review Team:

It is my experience that organisational culture does not manifest through the values of individuals or the rhetoric of executives – but through the courage to apply meaningful and decisive action where merited, to remove from the workplace the toxicity of individuals who are not aligned or supportive of the stated organisation culture, as demonstrated through their own behaviours and actions.

2.3 Safety, inclusion and respect go hand in hand

As Australia's only civilian air navigation service provider, Airservices' purpose is to provide safe, secure, efficient and environmentally responsible air navigation and aviation rescue firefighting services to the aviation industry. The Airservices website states:

Every day of each year, we keep flying around Australia safe. It's a huge responsibility and one we take very seriously.¹⁰

Safety is at the core of Airservices' business. A key commitment as articulated in its Safety Policy, is that it:

regard(s) safety within our service delivery and working environment as our most important consideration.

Given the overriding priority Airservices places on safety, the Review identifies an opportunity for the organisation to build on its safety framework and make inclusion and respect central to its safety culture. Indeed, by undertaking this Review, Airservices has demonstrated its commitment to continuous improvement of its safety culture.

Building on the compelling and visible commitment to a strong safety culture, an explicit focus on respect and inclusion provides another opportunity for Airservices to be at the forefront of safety.

8 SHRM, n.d. 'Understanding and Developing Organizational Culture', <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/understandinganddevelopingorganizationalculture.aspx>

9 Ibid.

10 Airservices Australia n.d., 'About us', <http://www.airservicesaustralia.com/about/>

As a leader in aviation safety, Airservices has developed industry-leading policies and procedures for managing safety and embedding a safety culture. In collaboration with the Australian Defence Force, it is currently undertaking one of the most complex transformations of air traffic management in aviation history, a once-in-a-generation opportunity to create a unified solution to Australia's future air traffic management needs. 'OneSky' will align the needs of civil and military aviation and a key part of its rollout is to implement new cutting-edge air traffic management technology to ensure it improves safety.

We know, therefore, that safety is intrinsic to the present and future operations of Airservices.

Psychological safety is the collective belief of how team members and leaders respond when another member 'puts themselves on the line', by asking a question, reporting an error, or raising a difficult issue.¹¹

A psychologically safe environment is one where people are confident to call out inappropriate behaviour, challenge hierarchy and provide feedback, without fear of being victimised or penalised. In psychologically safe environments, people believe that if they make a well-intentioned mistake, others will not think less of them for it, nor will they resent or penalise them for asking for help, information or feedback. It follows that psychologically safe environments are based on inclusion, trust and respect, where people are comfortable being themselves rather than feeling concerned about 'fitting in'¹² or not 'rocking the boat'.

Experiences of sexual harassment and bullying damage efforts to create inclusion and psychological safety. The fear associated with calling out inappropriate behaviour, or being dismissed when making a report, or being victimised for taking action, creates an environment where it may not always be safe to speak. The context in which the calling out occurs matters and is not often considered. These everyday interactions, based on different levels of power and exclusion, serve to undermine the interpersonal collaboration and respectful communication that is necessary for a strong safety culture.

In contrast, a safety culture based on inclusion and respect is one where status, gender and role do not ascribe more value to a particular voice or perspective, and people feel empowered to challenge hierarchy. There is no fear of sexual harassment or bullying, or fear of speaking out. People are valued for their unique perspectives and they also feel a sense of belonging with their colleagues. Indeed, psychological safety is one of the most significant factors of success underpinning high-performance teams.¹³

Against this background, the Review considers that Airservices should build on its safety framework to integrate a clear focus on inclusion and respect. Central to this is creating a culture of psychological safety. This requires courageous leadership at all levels, where leaders model respectful and inclusive behaviours, to encourage individuals to speak; where people are empowered and enabled to challenge power and hierarchy; where there is swift and visible accountability for inappropriate and disrespectful behaviour; and where human decency guides all personal interactions.

11 Austin, T 2017, 'Making It Safe: The Importance Of Psychological Safety', safetydifferently.com, <https://safetydifferently.com/making-it-safe-the-importance-of-psychological-safety/>

12 Edmondson, AC 2018, *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth*, John Wiley & Sons.

13 Delizonna, L 2017, 'High-performing teams need psychological safety. Here's how to create it', *Harvard Business Review*, 8, pp. 1–5.

2.4 Inclusion and respect underpin a learning culture

Airservices' policy known as 'Just Culture' was developed as a response to the need to create a learning culture and one where blame is not apportioned nor are individuals victimised for reporting a mistake or an incident. According to Airservices, Just Culture works to:

- *Encourage reporting*
- *Support staff to recognise human error*
- *Foster risk-based decision making*
- *Advocate understanding of how and why errors occur to help improve our systems and support appropriate action.*

Just Culture was developed as a means of strengthening Airservices' culture and supporting the organisation's values by enabling a shared understanding of expectations and facilitating trust. Airservices states that the policy is:

key to a positive workplace culture and helps us remain agile as an organisation. It is achieved by empowering people to exercise good judgment and improving the robustness and resilience of our systems and processes.

Throughout 2018–19, Airservices implemented a series of initiatives to improve Just Culture across the organisation. This included focusing on:

- *Engagement – we are connecting differently with our people, and using a 'get the conversation started' approach to engage with staff, including engaging executive videos and Just Culture coasters.*
- *Robustness – by implementing a significant Just Culture training program for all staff that conduct or oversee investigations and providing them with appropriate tools to assist in applying Just Culture principles, to ensure outcomes of investigations are in line with the principles.*
- *Commitment – by ensuring leader behaviours align with our Just Culture policy, through leader education and provision of leader-led Just Culture conversation packs to all leaders to conduct with their teams.*
- *System – by redrafting our Code of Conduct to encompass our Just Culture approach.*

The Review Team supports the development of the Just Culture policy. However, the evidence gathered during the Review indicates that Just Culture is not being widely implemented across the organisation and its intention to create a learning culture across the organisation – one that is psychologically safe, inclusive and respectful – is not being fully realised. Rather, in some parts of the organisation, negative attitudes and behaviours are entrenched such that employees feel they cannot raise concerns or speak out. Chapters 3, 4 and 5 explore these issues in further detail.

Chapter 3: The importance of strong and courageous leadership

3.1 Introduction

Cultural change in any organisation can be challenging, particularly where there are entrenched practices and conventions that require adaptation, review and renewal. While leadership at the most senior levels is critical, leaders right across an organisation must also visibly champion and demonstrate the imperative for change. This requires them to actively model the values and behaviours that create a healthy, safe and inclusive culture. Strong, committed and courageous leadership underpins any successful process of cultural reform.

3.2 Strong leadership drives reform

The Review Team met a number of leaders of varying seniority across Airservices who were committed to cultural reform and were keen to ensure the organisation is one that is grounded in respect and safety for all employees. These change agents acknowledged their critical role in creating a positive culture within Airservices, one in which employees feel valued, respected, welcome and supported.

Some employees spoke of the strong and supportive leaders/managers including Team Leaders/Supervisors, Managers/Line Leaders and Managers Once Removed (managers) with whom they work:

We have a great manager who seeks input from others in the team.

I have a really great manager who supports us all and creates an environment that is respectful and makes sure everyone is included.

My manager drives safety at work, and he is always saying that he is here to support us.

The quality of managers in the past has been very inconsistent. With the recent Readiness Program changes, it's definitely changing in a good way.

Our checkie¹⁴ was always very professional. While they upheld the required standards, they were always fair, empathetic and constructive.

Over the years, the older generation of manager [has] moved on and the younger generation [has] been well versed in how to be respectful and inclusive and not be disrespectful to women.

I have a duty as a leader – more importantly as a person – to address poor behaviours and acts of oppression or disrespect, irrespective of whether they directly involve my staff, myself or others.

This would indicate there are a number of managers and teams that are role-modelling inclusive, authentic leadership. Airservices has the opportunity to leverage the skills of these leaders and teams to help drive the organisation towards a more inclusive culture.

¹⁴ The term “checkie” refers to an Air Traffic Controller Check and a Standardisation Supervisor.

However, many employees who spoke to the Review Team expressed concern that other leaders in the organisation, including at the senior levels, are yet to fully adopt these values and vision for Airservices, and fulfil their role as change agents. The Review Team was told that, on occasion, leaders and managers did not display the values and behaviours required to effect lasting change.

For middle-management leaders, their role in championing and implementing cultural change is critical. As the 'cultural ambassadors' of Airservices – those that have the most day-to-day interaction with employees – what these leaders say and do matters. To ensure cultural change has a significant impact across the entire organisation, it is important to assist those in middle management to better understand their role in creating an inclusive workplace that fosters higher levels of collaboration, teamwork and productivity.

3.3 Leadership and people management

A common theme that emerged early and consistently throughout the Review was that leaders and managers (including those referred to in Section 3.2) did not have sufficient 'people management' capability. While many were technically strong and practically proficient, they were lacking the appropriate skills to effectively manage their people.

The majority of employees who spoke to the Review Team identified a large trust deficit between employees and management. Across many Airservices locations and in particular the large metropolitan centres, employees told the Review Team of their 'cynicism' about management decisions and their 'distrust' and 'fear' of managers, including those in senior roles. It was noted in one submission that there are 'deep divisions within the Airservices workplace generally and in particular the division between employees and management'.¹⁵

There was a perception among employees that managers lacked the essential 'people skills' that underpin good leadership. Employees stated:

Most senior managers develop through the system of Airservices and get promoted due to good technical skills, not good people skills. This cycle needs to be broken as each generation of managers repeats the poor behaviour.

The controller groups themselves are very tight knit and work well together. The problem is the managers. They have no leadership or people skills.

Managers have zero people management skills. They have no understanding that those working for them are people, not robots.

[Managers should] stop pushing people past their limits and start listening to their employees. I feel as [if] I am just a number, not an asset. The sad thing is that I have been told I'm just a number.

There were also frequent concerns expressed by employees about the lack of performance management; the deficits in the current performance management system; the lack of positive appreciation from leaders; the lack of team-building, vision and purpose; and the lack of trust:

Management will never give anyone positive comments in performance reviews.

The practice here is management versus everyone else. Team leaders are doing as well as they can.

My former manager saw us as his minions. He wouldn't bring us together as a team ... There is management dysfunction ... Managers don't get much coaching or guidance in leadership and managerial responsibilities ... We need to identify the critical skill set of people who are put in management positions. We shouldn't put managers in there unless they have the relevant skills to relate to people.

¹⁵ Written submission from Civil Air Australia, March 2020.

Management is so focused on aviation safety that they have lost sight of the fact that it's the people who are the ones making things safe. They have lost sight of the fact that people are people.

Promotion is based on technical ability, not necessarily on people management skills. It's a huge flaw in the system. We don't give [management or] leadership skills, we expect them to develop these on the run.

There is an opportunity to build greater leadership capability, including embedding a framework for courageous leadership throughout Airservices.

Using Deloitte's model, key elements of courageous leadership include:

- *Treating people and groups fairly – that is, based on their unique characteristics, rather than on stereotypes*
- *Personalising individuals – that is, understanding and valuing the uniqueness of diverse others while also accepting them as members of the group*
- *Leveraging the thinking of diverse groups for smarter ideation and decision-making that reduces the risk of being blindsided.*¹⁶

Inclusion is at the heart of courageous leadership. It includes fairness and respect, value and belonging, and confidence and inspiration.¹⁷

Suggestions for strengthening Airservices' leadership capability and increasing the numbers of courageous leaders are contained in the Framework for Action in Chapter 6.

3.4 Behaviours contrary to courageous leadership and a positive culture

A number of employees believe that certain individual leaders do not display positive values or behaviours, and that this will make it harder to create lasting cultural change. They spoke of a 'command and control culture' where there is no opportunity for input, collaboration or consultation. Employees commented:

Our managers might talk the talk, but they don't walk the walk when it comes to overseeing a good workplace with a healthy culture.

The management culture [at this particular location] – I'm not sure where it came from – lacks compassion. When I work with people, I am generally collegiate, but here it's very much 'my way or the highway'.

The way people are managed here is like a command and control culture.

The pressure that comes down from [some] managers creates a bullying culture.

[Airservices should] hire managers and leaders who actually understand what inclusivity and respectful work environments mean – not managers who are condescending, who make sarcastic remarks when they overhear conversations, and definitely not managers who show you they dislike you in private but in front of others act as if they value you as a person.

16 Bourke, J & Dillon, B 2016, 'The six signature traits of inclusive leadership: thriving in a diverse new world', Deloitte, <https://www2.deloitte.com/us/en/insights/topics/talent/six-signature-traits-of-inclusive-leadership.html>

17 Ibid.

Employees also reported a culture of fear to speak up in case they would become a target for future bullying. They spoke about a perceived lack of accountability or consequence for bullying and exclusionary behaviour. Employees told the Review Team:

I don't speak up enough because I don't feel I can. I have seen managers really come down on people for speaking up.

I tried to bring up safety matters with my manager but he took it personally. He then began to attack my character. I had a target on my back. He made me feel very unsafe coming to work.

I have seen a lot of bullying from managers. But I haven't seen much accountability for this behaviour.

I have witnessed a manager yelling, berating and screaming at a colleague. It was in the early part of when I started. I told my boss but I don't know what happened ... Staff are spoken down to and with contempt. If someone sees their boss do it, they will model it and copy that behaviour.

[One manager uses] unprofessional language and behaviour. He's clearly under pressure but it sets the tone throughout the organization and becomes an embedded culture.

I believe junior management (Team Leaders/Supervisors, Managers/Line Leaders and Managers Once Removed (MOR/OLR levels) have a complete disregard for right and wrong until it is perceived as wrong by their superiors or those outside the organisation. They doggedly chase KPI [key performance indicators] and instruction with no thought to consequences ... until there is fall out.

The pressure from upper-level management placed on middle management and the flow on to lower management creates a bullying environment.

3.5 Leadership and commitment to cultural reform

A number of people expressed their scepticism about the depth of commitment by organisational leaders to cultural change and the creation of an inclusive workplace. They told the Review Team:

I don't have any faith that the leaders here will change and that we will see a different culture.

We've had reviews like this before and nothing changes. The leaders just go back to business as usual.

Culture is beyond repair unless you clear out managers ... employee opinion surveys for 10 years have repeatedly highlighted issues. No action.

No offence to you ... but no one really believes that anything will change because of this review. I just don't think management have the will.

The company continuously says that they are going to improve things, do surveys every year, bad feedback every year, promises every year, but they keep on working with the same incompetent managers so eventually nothing changes.

I sincerely hope this culture review is credible (there have been numerous others) and the information presented is sufficient to enforce measurable change.

These comments highlight the need for every senior leader to model change through leading by example, calling out unacceptable behaviour, holding others to account and ensuring a safe, respectful and inclusive culture for all.

The strengthening of leadership capability and skills across all leadership roles at Airservices is a key priority for the organisation, and is critical to genuine and sustained cultural reform.

Chapter 4: Experiences and perceptions of culture – What we heard

4.1 Introduction

This section details what the Review Team heard from Airservices' employees about the overall culture of Airservices. It identifies the positive aspects of the culture and documents those aspects that require strengthening.

4.2 Positive relationships and good friendships

Throughout the Review, many people spoke about their positive relationships with peers, co-workers and colleagues, a culture of friendship with peers and collegiality with employees' immediate teams and crews.

The online survey asked employees a series of statements about their experience of working at Airservices Australia. Results show high levels of agreement with the statements:

- 'I have made good friendships at Airservices' (85%)
- 'I have formed positive working relationships at Airservices' (83%).

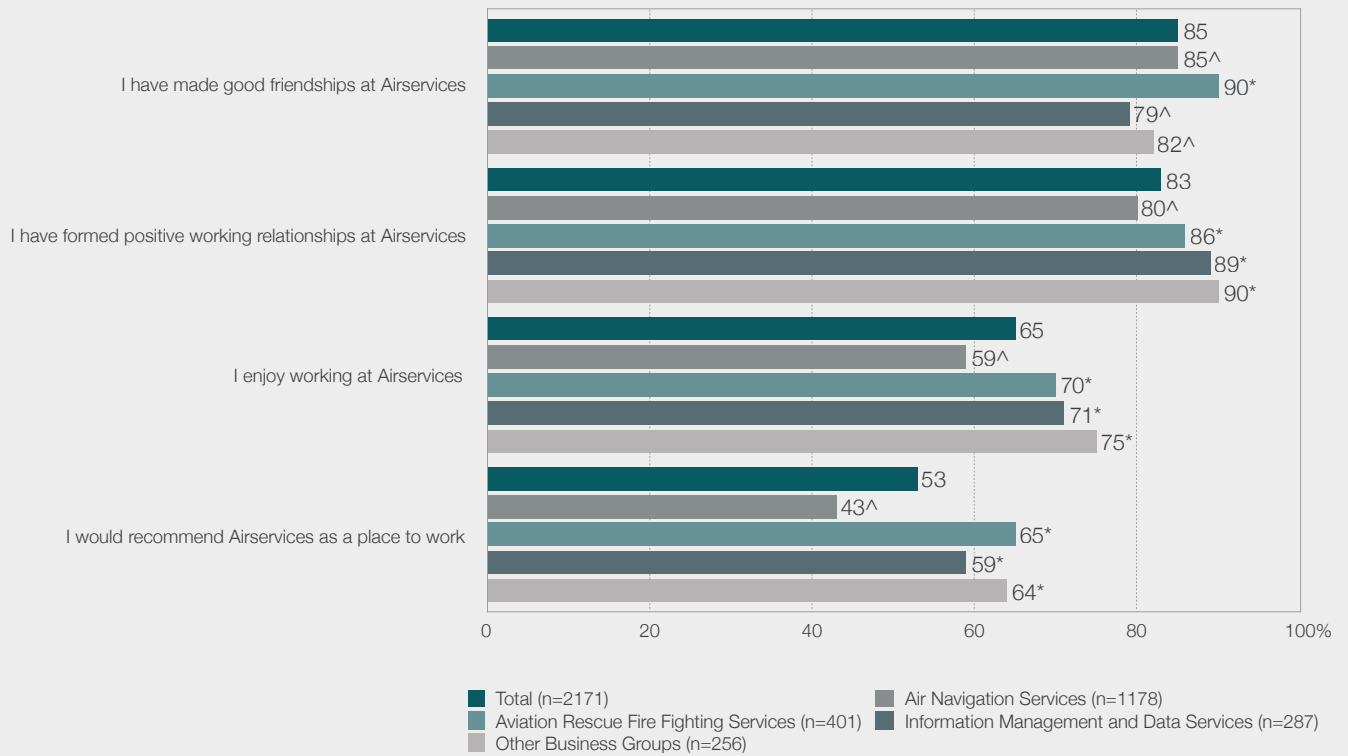
All business groups other than Air Navigation Services were significantly more likely to agree with the statements:

- 'I have formed positive working relationships at Airservices' – 80% for Air Navigation Services compared to an average of 88% for all other business groups
- 'I enjoy working at Airservices' – 59% for Air Navigation Services compared to an average of 71% for all other business groups
- 'I would recommend Airservices as a place to work' – 43% for Air Navigation Services compared to an average of 64% for all other business groups

The Aviation Rescue Fire Fighting Service (ARFFS) business group showed higher levels of agreement with the statement 'I have made good friendships at Airservices' – 90% compared to an average of 83% for all other business groups. This indicates that the camaraderie and engagement with immediate team members is higher among ARFFS crews. This is not unexpected given the working conditions (e.g. regular crews, overnight shifts) and training for ARFFS employees.

These results are summarised in Figure 1.

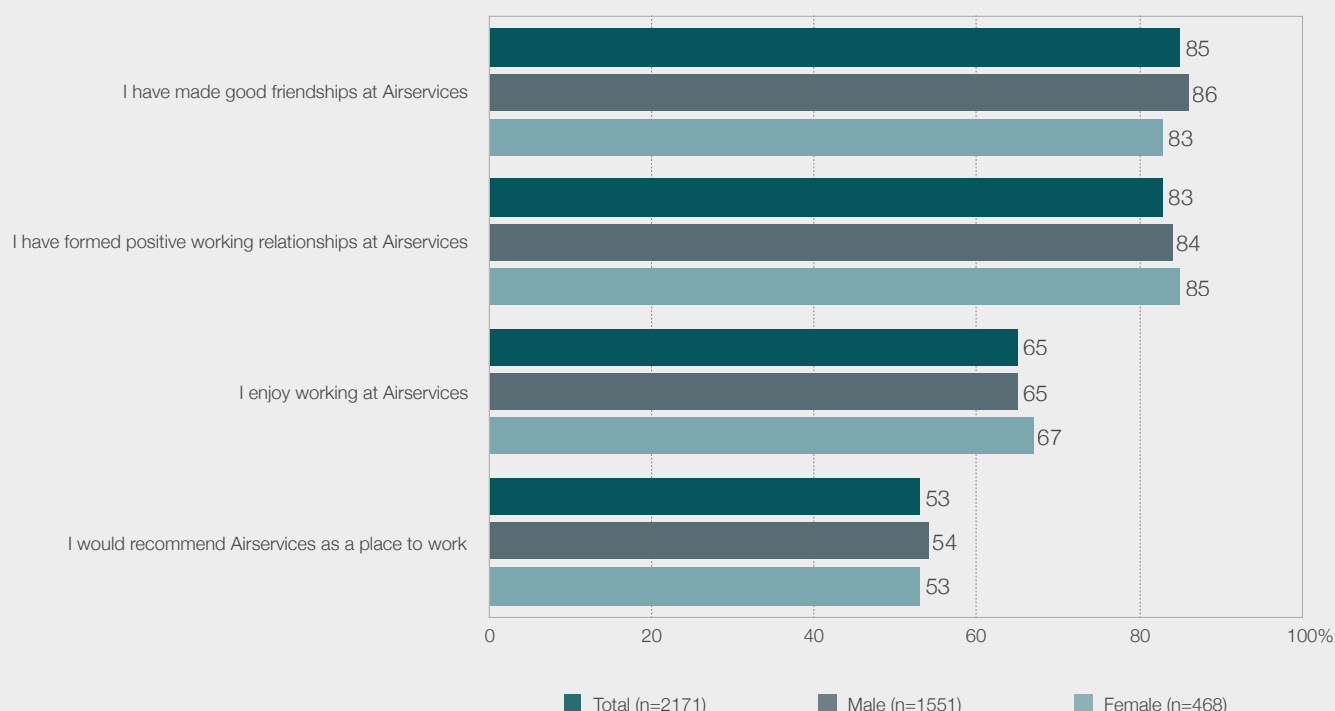
Figure 1: Perceptions of Airservices by business groups (% agree)



Question item –
 Q2. Please indicate how much you agree or disagree with the following statements ...
 Base: All survey participants.
 * Indicates significantly higher results ($p < .05$) compared to those flagged with ^.

When looking at the above results by gender, there were no significant differences across any of the statements. The results are shown below in Figure 2.

Figure 2: Perceptions of Airservices by gender (% agree)



Question item –
Q2. Please indicate how much you agree or disagree with the following statements ...
Base: All survey participants.

Some of the statements from the survey showed more significant differences across the organisation. For example:

'I would recommend Airservices as a place to work.'

- A higher proportion of respondents based in Canberra (62%) agreed with the statement compared to those based in Melbourne (52%), Brisbane (45%), and Sydney (43%).
- A higher proportion of respondents working at Airservices for less than 5 years (63%) agreed with the statement compared to those with 5 years or more at Airservices (51% average).

'I have made good friendships at Airservices.'

- A higher proportion of respondents based in Melbourne (87%) agreed with the statement compared to those based in Canberra (82%) and Brisbane (81%).
- A higher proportion of respondents that have been with Airservices for 5 years or more (87% average) agreed with the statement compared those working at Airservices for less than 5 years (79%).

'I have formed positive working relationships at Airservices.'

- A higher proportion of respondents based in Canberra (89%) agreed with the statement compared to those based in Melbourne (84%) and Brisbane (81%).

Some of the qualitative data gathered from the focus groups, interviews and written submissions echoed the positive perceptions of Airservices that were shown in the quantitative data:

I love my team. They are fantastic people to work with. They make the job.

The people here are great. A lot of camaraderie.

Airservices is a really good place to work. If we work together, we would make it even better.

There is definitely a sense of community here. There is a very positive culture. The team bonding is really good.

I love my job. I love recruiting prospective trainees. I love my team. It's the teamwork and sense of achievement.

The majority of people here are good, decent people who want to provide a professional service.

I've actually had a really positive experience here and think it's important to tell that story. I've had lots of opportunity to develop and take different roles and have always felt supported. As a leader, I now try to create a safe environment for my team to be themselves.

[My workplace] is extremely inclusive and respectful. Everyone feels safe to express an opinion and are given an opportunity to experiment.

Since returning to Airservices ... I am very aware of diversity in the workplace. Many of our people are openly gay and there are many more women in the workplace including in senior roles.

4.3 Belonging, value and inclusion

Overwhelmingly, the Review Team heard that while many employees felt a sense of belonging in their immediate team and from their peers, this did not extend to the wider organisation.

Survey participants were asked about their sense of belonging at Airservices. Of note is that when asked about their specific work group, a higher proportion (72%) agreed they felt a sense of belonging among their peers than at Airservices in general (48%).

Further, Other Business Groups¹⁸ were more likely to agree:

- 'I feel I belong among my work group' (79%) when compared to Aviation Rescue Fire Fighting Services (70%)
- 'I feel I belong at Airservices' (60%) together with Information Management and Data Services (53%) when compared to respondents within Air Navigation Services (44%)
- 'My work role is valued by Airservices' (60%) together with Information Management and Data Services (47%) when compared to respondents within Aviation Rescue Fire Fighting Services (39%) and Air Navigation Services (33%).

Of note, only one in three Air Navigation Services employees feel that their work role is valued by the organisation, a rate lower than other areas within Airservices.

¹⁸ For the purposes of reporting, business groups with fewer than 100 responses (Customer Service Enhancement, Enterprise Services, Safety and Assurance, and Office of Chief Executive Officer) were combined as 'Other Business Groups' to allow for statistical comparison.

The following statements from the survey provide insight into employees' sense of belonging, by location, age and length of time at Airservices:

'I feel I belong at Airservices.'

- A higher proportion of respondents based in Canberra (54%) agreed with this statement compared to those based in Brisbane (46%) or Sydney (38%).
- A higher proportion of respondents born in a non-English speaking country (64%) agreed with the statement compared to those born in Australia (47%) or another English-speaking country (52%).
- A higher proportion of respondents working at Airservices for less than 5 years (54%) agreed with this statement compared to those working there between 5 and 10 years (44%).

'I feel I belong among my work group.'

- A higher proportion of respondents based in Melbourne (78%) agreed with this statement compared to those based in Canberra (72%) or Perth (68%).
- A higher proportion of respondents born in a non-English speaking country (83%) agreed with the statement compared to those born in Australia (73%).

'I often feel excluded by colleagues in my work environment.'

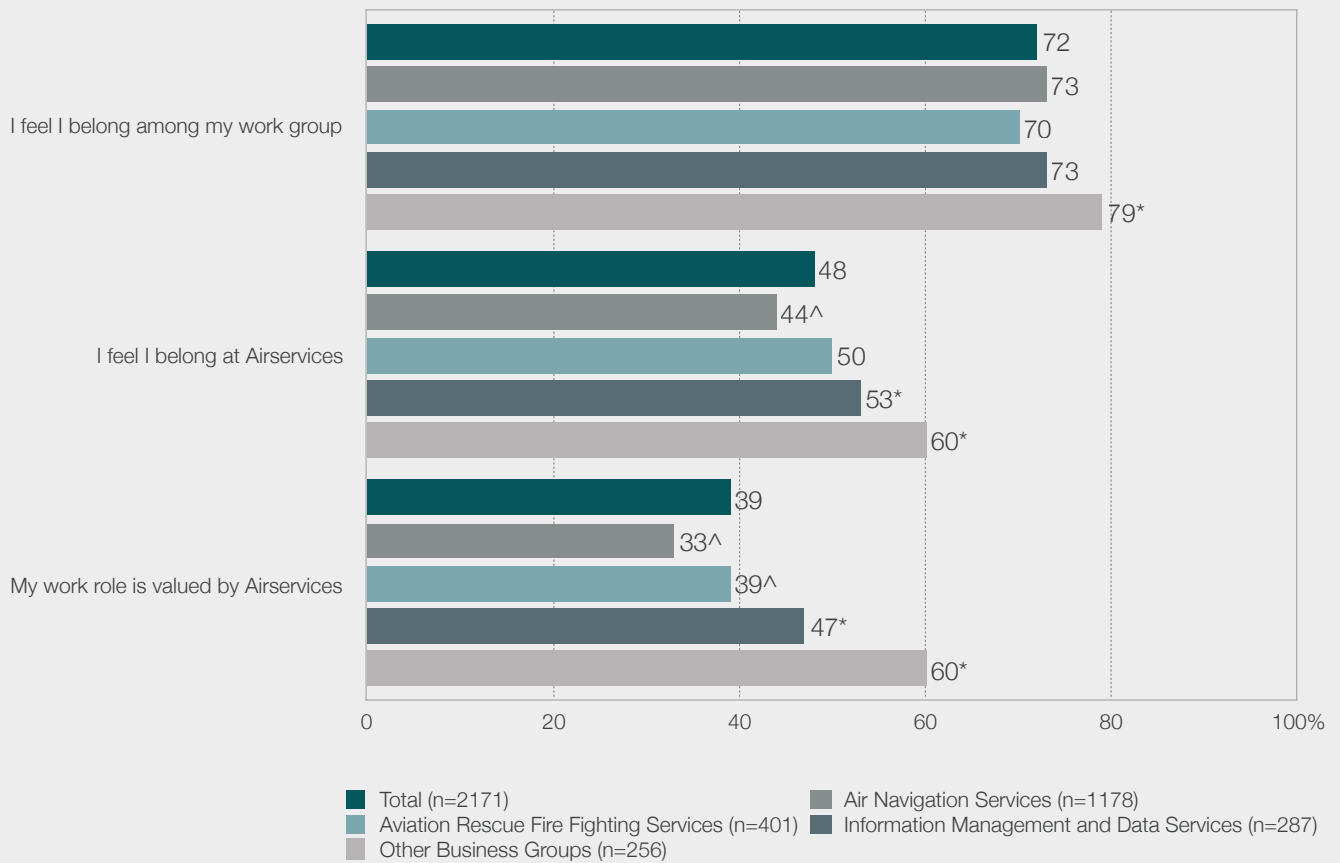
- A higher proportion of respondents based in Canberra (18%) agreed with this statement compared to those based in Melbourne (11%).
- A higher proportion of respondents aged 35 years or over (14% average) agreed with this statement compared to those younger than 35 years (9%).

'My work role is valued by Airservices.'

- A higher proportion of respondents based in Canberra (53%) and Melbourne (41%) agreed with this statement compared to those based in Brisbane (31%) and Sydney (26%).
- A higher proportion of respondents aged 55 years and over (47%) agreed with this statement compared to younger age groups (37% average).
- A higher proportion of respondents working at Airservices for less than 5 years (51%) agreed with this statement compared to those whose employment length was between 5 and 10 years (33%), 10 and 20 years (34%), and 20 years or more (40%).

Belonging and sense of value at Airservices by business group is shown here at Figure 3.

Figure 3: Belonging and value at Airservices by business group (% agree)



Question item –

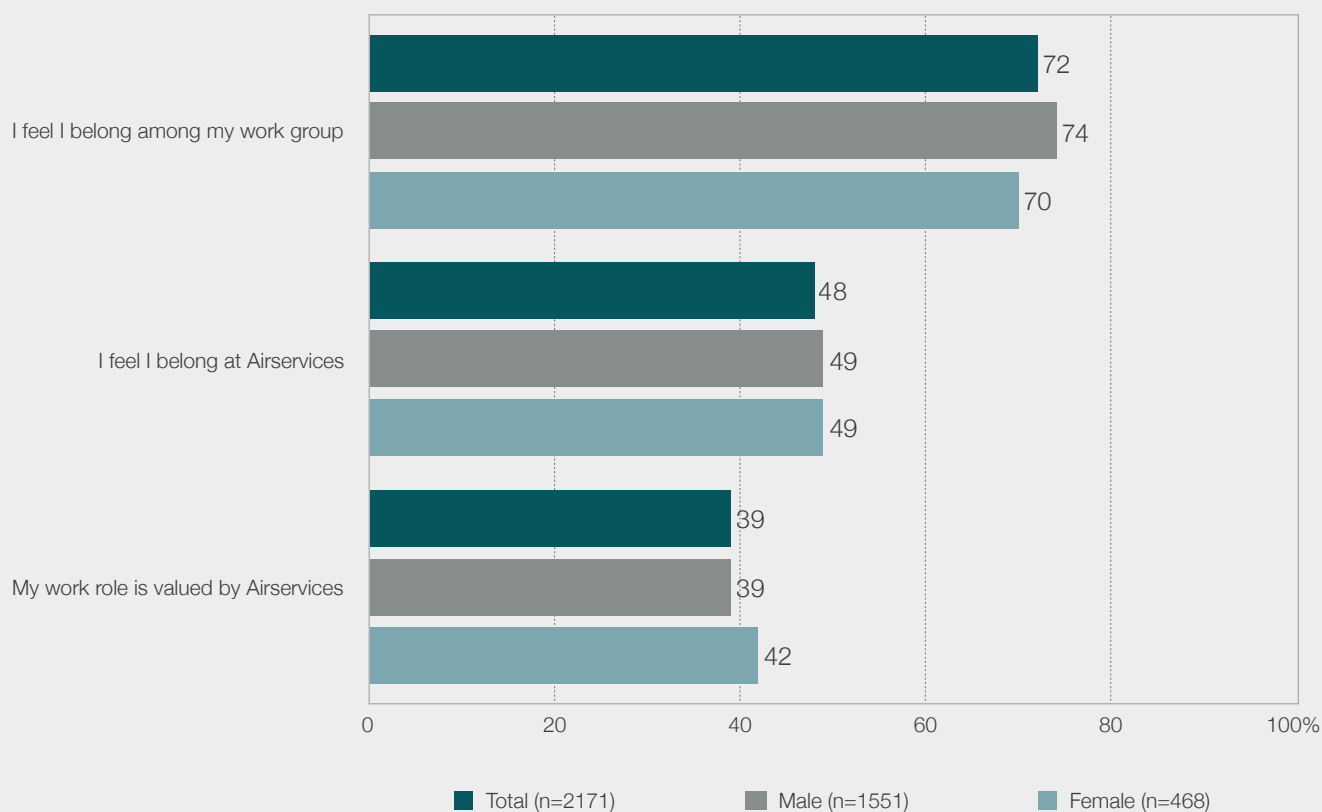
A1. Please indicate how much you agree or disagree with the following statements ...

Base: All survey participants.

* Indicates significantly higher results ($p < .05$) compared to those flagged with ^.

When looking at the results by gender, there were no significant differences across either of the statements relating to belonging. The results are shown below in Figure 4.

Figure 4: Belonging and value at Airservices by gender (% agree)



Question item –
A1. Please indicate how much you agree or disagree with the following statements ...
Base: All survey participants.

This is supported by some of the qualitative evidence gathered from interviews and focus groups, for example, in statements such as:

What keeps me here is the camaraderie, the team work, the banter and the friendships.

It is very inclusive [here]. There is inclusive decision-making which you don't get from other [crews].

I work in a very supportive team. Everyone wants to do the right thing by everyone else. My boss is excellent and also very supportive.

In contrast, in relation to perceptions of exclusion, the survey found:

- 21% agreed 'I often feel excluded from cliques/in groups'.
- 14% agreed 'I often feel excluded by colleagues in my work environment'.
- 11% agreed 'I am often excluded from informal social gatherings amongst colleagues'.

Some employees who do not fit in with the in-group or clique, whether actual or perceived, told the Review Team of feeling excluded. This may be because of tenure, age, gender, common interests, background and so on. One woman told the Review Team:

It's a boys' club. They use inappropriate language and when you pull them up on it, they laugh at you.

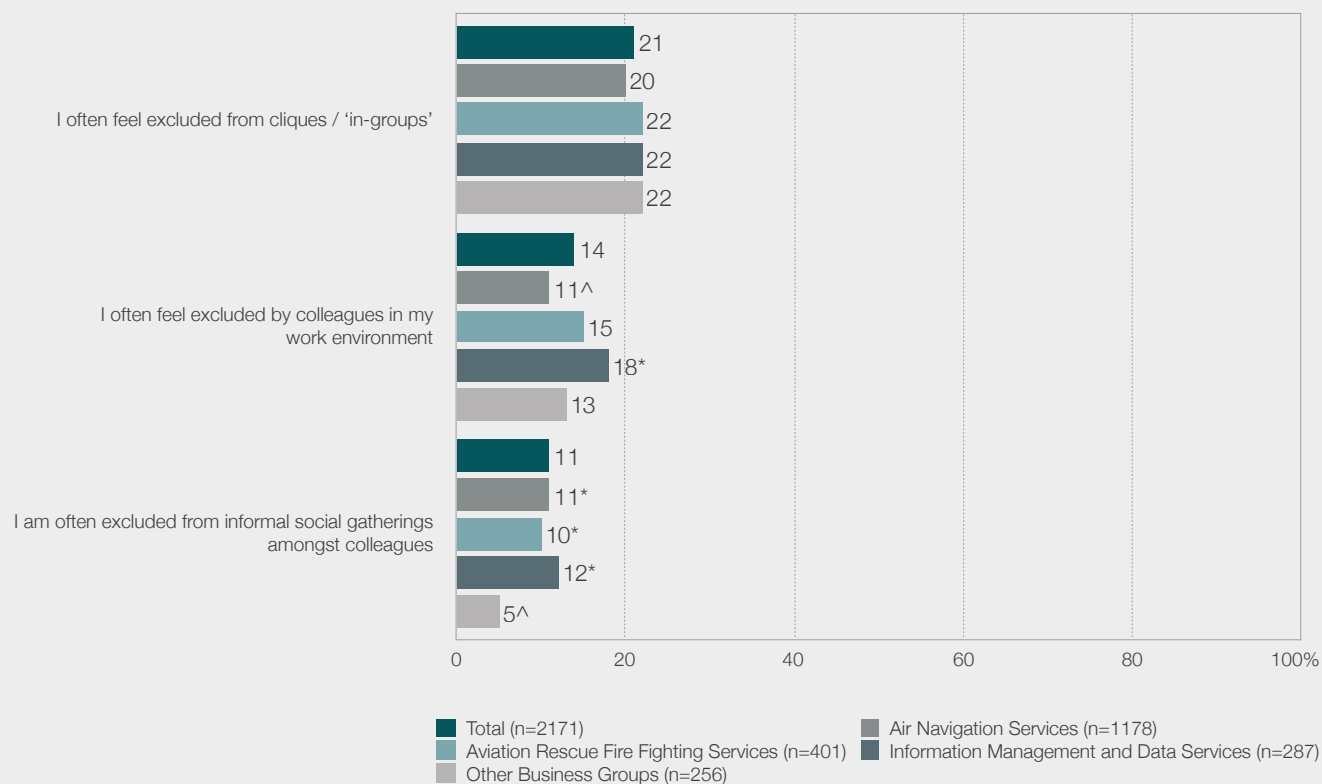
The issue of a so-called boys' club is further examined in Section 4.7.

In responses to a number of survey statements, there were a few notable differences between groups:

- Almost 2 in 10 (18%) of those working in Information Management and Data Services agreed or strongly agreed with the statement 'I often feel excluded by colleagues in my work environment' compared to 11% of Air Navigation Services respondents.
- For the statement 'I am often excluded from informal social gatherings amongst colleagues', respondents from Other Business Groups were less likely to agree (5%) when compared to the other groups (10% for Aviation Rescue and Fire Fighting Services, 11% for Air Navigation Services and 12% for Information Management and Data Services).

The results of the findings on exclusion are presented in Figure 5.

Figure 5: Exclusion at Airservices by business group (% agree)



Question item –

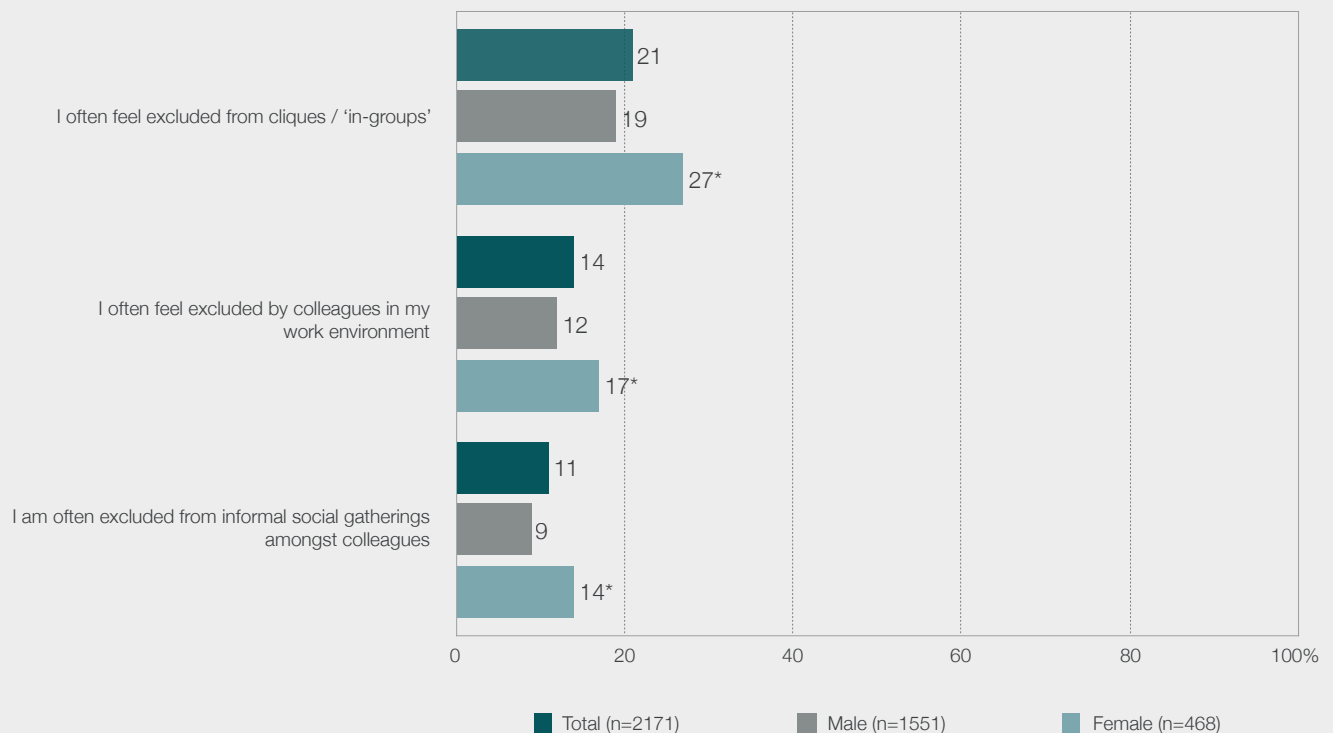
A1. Please indicate how much you agree or disagree with the following statements ...

Base: All survey participants.

* Indicates significantly higher results ($p < .05$) compared to those flagged with ^.

When looking at the results by gender, females were more likely to agree with all three statements than males with the biggest difference observed for the statement 'I often feel excluded from cliques/in-groups'. This indicates women feel excluded to a greater degree than men across Airservices culture. The results are shown below in Figure 6.

Figure 6: Exclusion at Airservices by gender (% agree)



Question item –

A1. Please indicate how much you agree or disagree with the following statements ...

Base: All survey participants.

* Results are significantly higher than the other gender ($p < .05$).

This is supported by statements from employees from interviews and focus groups such as:

I'm a woman who has [previously] worked in male-dominated industries. So I am used to that environment. But we didn't have the culture in those places that we have here – that you don't belong.

It's a very male-dominated team. A really interesting culture. Very self-focused. No team. A boys' club. An immature culture. You are always on the defensive because you don't want to be paid out. There is a lot of unconscious bias.

It's a very ingrained male-dominated culture. There is not always merit in positions and promotions. Direct appointments ARE made [emphasis is theirs]. Generally, they are someone the recruiter knows and part of the boys' club. And these are signed off by senior leaders.

I am treated differently because I am a young woman – on a regular basis, I receive 'jokes' or comments only made towards me which makes me feel unnerved.

Many employees spoke of other challenging and exclusionary experiences:

It is very much a blame culture and risks are transferred from the organisation to [individuals] whenever possible.

The toxic masculinity in this company and specifically in the operations room is overwhelming to say the least. It lies beneath the surface, but it is always there.

There is a poor culture overall. [There is an] old boys' club which is more akin to a pub. Anyone who tries to change that is rejected. There is a culture of silence and of targeting people who complain ... There is no just culture ... it is a punitive culture.

It's a management versus staff culture. Its draconian.

I was warned about the culture [before I came to Airservices]. The management versus staff approach is still alive and well ... There is no psychological safety ... I would not feel safe reporting anything.

We are too scared to say no to our manager because we will lose our job or be bullied even more.

The culture here is just pretty much toe the line, don't question anything, don't have a different idea about something, don't stick your neck out and you will be ok.

The culture [in this Tower] is totally toxic. It's like Lord of the Flies or Animal Farm.

4.4 Acceptance of diversity within Airservices

Establishing and fostering an inclusive workplace is fundamental to maximising diversity and creating a high-performing organisation.¹⁹ As economist Vijay Eswaran states, diversity and inclusion in the workplace are 'an asset for both businesses and their employees, in its capacity to foster innovation, creativity and empathy in ways that homogeneous environments seldom do'.²⁰

The survey results suggest that over half of Airservices employees believe it is an inclusive and diverse place to work. Of survey participants, 68% agreed that 'Airservices is inclusive of people from different cultural and linguistic backgrounds'. Similarly, 65% agreed 'Airservices is an inclusive environment for women'. The statements that received the lowest level of agreement were 'Airservices is inclusive of people with a disability' (50%) and 'Airservices is inclusive of people of Aboriginal and/or Torres Strait Islander origin' (53%).

There were notable differences between business groups, with those in Air Navigation Services recording lower levels of agreement than other groups with all but one statement.

There were differences in the level of agreement by gender across almost all the statements, with males being more likely to agree with all of them:

- 'Airservices is an inclusive environment for women', where 70% of males agreed compared to just 48% of females (the place of women at Airservices is explored further at Section 4.5).
- 'Airservices is a diverse and inclusive environment for everyone', where 60% of males agreed compared to just 46% of females.
- 'Airservices is inclusive of people of Aboriginal and/or Torres Strait Islander origin', where 55% of males agreed compared to just 45% of females.

19 Diversity Council of Australia n.d., 'Beyond Diversity Towards Inclusion', <https://www.dca.org.au/topics/inclusion>

20 Eswaran, V 2019, 'The business case for diversity in the workplace is now overwhelming', World Economic Forum, <https://www.weforum.org/agenda/2019/04/business-case-for-diversity-in-the-workplace/>

Comments from the interviews, focus groups and written submissions in relation to a perception of a lack of acceptance of diversity included:

The ATCs here make sexualised, racist and homophobic comments. If you call them out, they set you up.

I don't think people would feel comfortable being openly gay here.

Management should be aware that racism also includes constant criticism of one's cultural background, even if it is English speaking.

We've come a long way ... Can we improve? Of course we can. In my opinion, there is a lot less sexualised and racist language now.

There is definitely homophobia and racism, certainly in the area I work in.

I am gay but I would never disclose it at work.

The Review Team conducted a briefing with the Airservices Diversity & Inclusion Council, and subsequently spoke to a number of members from the group. While the existence of the Council is a positive signal, and the group includes a broad mix of employees from across the organisation, the Council in its current form has no power to significantly influence or drive change. The Council has no Executive sponsor and few senior leaders visibly support the group. There is an opportunity for Airservices to better utilise and support the Council to help drive and sustain positive change.

4.5 The experiences of women

Airservices currently has 17.7% women overall. Leadership roles are 21.3% women. This data is in line with the aviation industry more broadly, or other comparative organisations worldwide. However, there is much room for improvement. Tapping into the full talent pool will give Airservices a diversity advantage, and creates commercial, societal and economical value. If Airservices wants gender balance to be the norm in its organisation, it must create the conditions and cultures that enable both women and men to thrive.²¹

There is no doubt that gender plays a significant role in the experience of employees throughout Airservices. Women by and large have a more challenging experience than their male counterparts on a number of levels.

In the survey, all respondents were asked specifically about the inclusion of women in the future workforce at Airservices, in leadership and in their team/work area. Approximately a third (35%) agreed there should be more women in senior leadership positions. Slightly fewer (32%) agreed there should be more women in their specific work role. The final statement, 'There should be targets to increase the number of females in my work role', attracted lower levels of agreement (17%).

Despite the already low proportion of women (7%) in Aviation Rescue and Fire Fighting Services, respondents from that group displayed the lowest level of agreement with all three statements, including only 7% believing 'there should be targets to increase the number of females in their work role'.

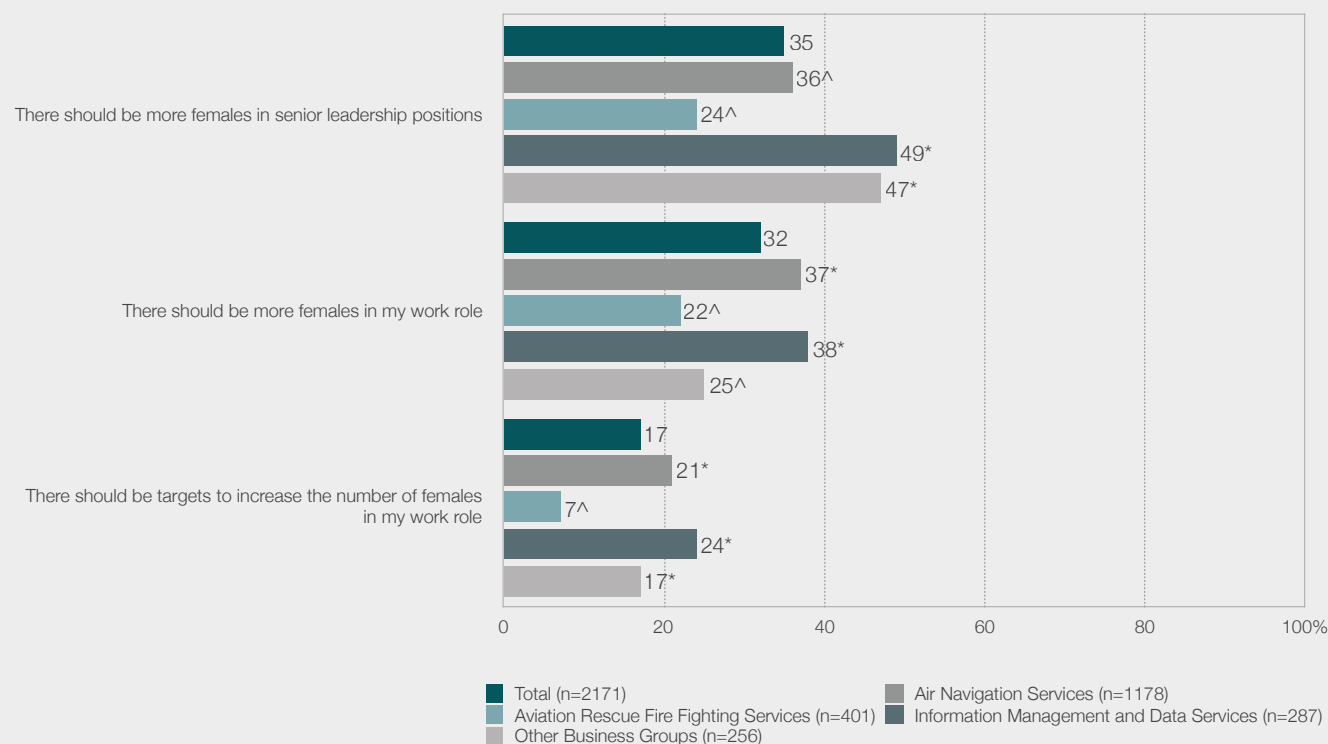
The fact that targets are not supported is likely more indicative of a culture where employees already perceive that promotion is not based on performance, and instead is based on 'staying out of trouble', 'keeping quiet', 'not raising issues', 'toeing the line' or being in the 'boys' club'.

Figure 7 shows the perceptions of gender diversity at Airservices. Women were more likely to agree with the three statements (as shown in Figure 7) than men. The most notable difference relates to the statement 'There should be more females in senior leadership positions', with 62% of females agreeing compared to just 30% for males. This suggests that the current male-dominated culture is entrenched and that many do not see the benefits of a more diverse and inclusive workforce.

21 Male Champions of Change 2013, *Accelerating the advancement of women in leadership: Listening, Learning, Leading*, <https://malechampionsofchange.com/wp-content/uploads/2015/02/30.-2013-MCC-Report.pdf>

Further exploration of women's experiences is included in Chapter 5.

Figure 7: Gender diversity at Airservices in the future by business group (% agree)



Question item –
 B3. Please indicate how much you agree or disagree with the following statements ...
 Base: All survey participants.
 * Indicates significantly higher results ($p < .05$) compared to those flagged with ^.

The issue of targets for women's representation in leadership was controversial among many participants in the Review. Men in particular believed that targets undermined the notion of merit and could potentially 'lower standards'.

Experts believe that targets and merit are not mutually exclusive. The Male Champions of Change propose that:

Everyone in business should be judged on their merits and not factors such as race or gender. Yet there's a common barrier that intervenes between the belief in and application of a merit-based system, particularly when it comes to making unbiased decisions about people. To make progress on gender equality and reap the benefits of diversity, it is critical for us to confront the often unintended obstacle that our use of 'merit' presents. The ingredients for merit are both performance and potential. Past performance can be assessed as long as performance benchmarks and outcomes are clear. However, evaluating potential is subjective. In many recruitment and promotion decisions, what adds up to merit for some is invisible or detrimental to others. This allows bias to cloud judgment on key decisions ...

Adhering to an un-interrogated idea of merit means there is no examination of biases. And, it reinforces the idea that gender inequality is about supply side problems rather than demand. So organisations miss out on the best talent and are fishing in an ever smaller pool of candidates. A pool that fails to reflect the community our organisations serve.

*If we continue to define 'merit' as people 'like us' who have done what we did, we will get more of the same.*²²

In relation to targets and increasing the representation of women in leadership roles, the survey found the following in relation to women at Airservices:

'There should be targets to increase the number of females in my work role.'

- A higher proportion of respondents based in Melbourne (24%) agreed with this statement compared to those based in Brisbane (16%).
- A higher proportion of those aged 35 years or younger (23%) agreed with this statement compared to older age groups (17% average).
- A higher proportion of respondents born in a non-English speaking country (25%) agreed with this statement compared to those born in Australia (17%).
- A higher proportion of respondents working at Airservices for less than 5 years (25%) agreed with this statement compared to those who have worked for 5 years or more (15% average).

'There should be more females in senior leadership positions.'

- A higher proportion of respondents based in Canberra (48%) agreed with this statement compared to all other work locations (32% average).
- A higher proportion of respondents aged 44 years or younger (39% average) agreed with this statement compared to those aged 55 years or older (30%).
- A higher proportion of respondents working at Airservices for 10 years or less (40% average) agreed with this statement compared to those with Airservices employment of 20 years or more (29%).

Most of the women who spoke to the Review Team identified challenging and exclusionary experiences during their time at Airservices. Issues of sexual harassment and everyday sexism are examined in Chapter 5. Many women told the Review Team of other experiences they have endured directly related to their gender. Their experiences suggest that structural and systemic issues that create inequality between men and women can serve to erode an inclusive culture.

The results of the research are clear. More gender-equal organisations:

- are able to attract and retain the best possible talent and potential the labour market has to offer
- are able to innovate and adapt in a fast-changing environment
- have enhanced performance and productivity particularly in a changing environment where anticipating change and adapting to it in a timely and effective manner is essential
- have diversity of thought, ideas and, as a result, better decision-making.

²² Male Champions of Change 2016, *In the Eye of the Beholder: Avoiding the Merit Trap*, <https://malechampionsofchange.com/wp-content/uploads/2016/08/MCC-CEW-Merit-Paper-FINAL.pdf>

Researchers from the Harvard Business School have observed that:

*There's little correlation between a group's collective intelligence and the IQs of its individual members. But if a group includes more women, its collective intelligence rises.*²³

In addition to these factors, greater gender diversity in organisations can result in a decline in negative behaviours. Sojo and Wood found:

*The presence of more women working in an area, particularly in senior leadership roles, can counter the imbalance of power between men and women. As the number of women working in an area increases, the dominant culture shifts and male cultural traits that are associated with sexism and sexual harassment are diluted in their effects.*²⁴

Research also shows that 'women act more distinctively once their numbers reach a certain threshold'.²⁵ While the proportion that women must reach to become a critical mass differs across literature, studies demonstrate that:

*When representation rises above a token number, women are able to have an impact on the environment in which they work.*²⁶

While some women told the Review Team that 'being a woman has been fine for me at Airservices' and 'as a female I have never been discriminated against or treated differently to the males', many others told of a different experience:

As women we have to prove ourselves all the time. We have to show that not only can we do the job but that we can excel at the job. Otherwise we are considered worthless, of little value and not really deserving to be here.

If you're an ambitious female, there is no place for you, particularly when you have a male manager.

I've been screamed at, passed over for roles to less experienced men and sidelined. Do I think it's because of my gender: Absolutely.

What hope is there for women in this place when everywhere you look it's a boys' club. And yes, there are women in the boys' club but they have had to become 'yes-women' to be accepted. I'm not prepared to do that.

There is such a gender imbalance here, I feel completely disempowered.

[Because of the culture here] I have been reduced from a young woman with career aspirations, always looking at ways to better myself and the company, to a disengaged employee who simply turns up to work in sometimes trying conditions, and does her best to move planes safely around the sky and make it through my shift.

It's far worse here for women [than men]. I'd hate to be a woman in this place. There is lots of sexual harassment.

23 Woolley, A & Malone, TW 2011, 'Defend Your Research: What Makes a Team Smarter? More Women,' *Harvard Business Review*, June 2011, <https://hbr.org/2011/06/defend-your-research-what-makes-a-team-smarter-more-women/ar/1>

24 Sojo, V & Wood, R 2012, *Resilience: Women's Fit, Functioning and Growth at Work: Indicators and Predictors*, Centre For Ethical Leadership, https://minerva-access.unimelb.edu.au/bitstream/handle/11343/123773/Resilience%20Women%27s%20Fit%20Functioning%20and%20Growth%20at%20Work_Report.pdf?sequence=1

25 Dolan, K & Ford, LE 1998, 'Are All Women State Legislators Alike?' in Thomas, S & Wilcox, C, eds., *Women and elective office: Past, present, and future*, pp. 73–86.

26 Studlar, D & McAllister, I 2002, 'Does a critical mass exist? A comparative analysis of women's legislative representation since 1950', *European Journal of Political Research* 41(2), pp. 233–253.

4.6 Work, care and flexible working arrangements

Throughout the course of the Review, the Review Team spoke with many employees who were balancing their career in Airservices with care responsibilities. Despite Airservices' flexible work policy, employees spoke about the challenges of accessing flexible work arrangements, particularly part-time work and the victimisation some receive when they work in a flexible work arrangement.

While negotiating family-friendly work arrangements is not unique to Airservices, many people identified real and perceived operational work pressures, that mitigate against an employee's ability to manage a career with family and other responsibilities. The rostering system in particular was identified as a major organisational impediment to balancing work and care. This was exacerbated by managers either unwilling to, or not having authority to, create more flexible work arrangements for their team.

Women in particular told the Review Team about their lack of access to flexible work, its impact on promotional opportunities, and the non-acceptance of their arrangements by colleagues. Unlike men, many women at Airservices believe they face a binary choice between career or family.

Addressing these issues is fundamental to increasing the representation of women across the organisation, particularly at leadership levels. It is also fundamental to ensuring Airservices remains a contemporary and competitive organisation, capable of attracting and retaining the best possible talent.

Women from Airservices told the Review Team:

As a part-time ATC, I get no opportunities. I am 'in the corner' because I am a woman and I'm part-time.

I was also told that because I am part-time, I am unable to show initiative.

The stigma [of being part-time] still remains with me today and yes, people will talk to me now, but it is a regular occurrence that as a part-timer enters the room the conversation hushes – presumably more complaining about how our shifts impact their rosters. This ostracising culture becomes even more fever pitch in times of roster changes when the complaining behind our backs and directly to managers gets incessant, and then, not even behind our backs but openly at the console.

The attacks on being part-time were so relentless that I would often have tears running down my cheeks as I controlled planes, and not once did a supervisor step up and stop this behaviour.

I have found working at ASA a terribly trying and stressful place to work ever since returning from maternity leave ... And if there was another organisation in Australia that offered ATC as a career ... I would have left years ago.

These findings strongly point to the need for the creation of a more amenable and inclusive environment for flexible work arrangements. This must be a priority. There are clearly opportunities to create a more flexible workplace for all employees, and to enable managers and leaders to support their teams in doing so, while still driving and delivering positive outcomes for the business. The shift to flexible work will be accelerated during the current coronavirus pandemic with the learning from this experience underpinning a change in work practice for both women and men.

4.7 The boys' club, cliques and exclusion

A key theme emerging from the focus groups, interviews, written submissions and comments in the survey was the notion of what employees referred to as a 'boys' club'. Interestingly, a number of participants talked about some women belonging to the boys' club – women, they maintain, who had to 'become part of the boys' club culture to get ahead and to survive'.

Employees spoke of 'cliques', a culture of 'yes men', 'the boys' and 'who you know'. Despite one participant stating 'I don't see a boys' club ... we just don't have good leadership', the vast majority commented that promotions can be made because of a so-called in-group or nepotistic culture.

Some told the Review Team that 'boys' clubs' can exist within teams where there is an assumed level of informal influence and power. For instance, the Review Team was told:

The boys' club is running ARFFS.

This is a boys' club. People are being promoted who have no qualifications or experience or suitability.

Airservices is a boys' club. Always has been. Always will be.

In my previous 18 years in [location] group, there seemed to be a 'boys' club', with females treated as 'less than'.

There is a strong boys' club mentality at AS. This has existed for many years and I feel it is still the case from CEO at all levels down to my level.

The culture here is extremely poor. It's a boys' club. If you are not in with the right people, you're pushed aside.

It has a 'jobs for the boys' culture that is tolerated.

It's a boys' club [in my team]. They use inappropriate language and when you pull them up on it, they laugh at you.

Organisations that enable boys' clubs and cliques to flourish normalise a culture of exclusion. Those people who are not part of the club or clique do not feel that they fully belong or that they are 'a valued part of' the organisation. Others can feel victimised by being outside of the club. According to O'Reilly and Banki:

Workplace social exclusion ... refers to any experience in which an employee perceives as though he or she has been ignored, avoided, and/or rejected by at least one other organizational member, and experiences a thwarted sense of belonging as a result.²⁷

The authors further note that:

Social arenas that exclude certain employees because of their gender or race deny these employees important networking and career advancement opportunities and can detrimentally impact their perceived acceptance and value in their organization.²⁸

While Airservices' employees told the Review Team that there were some women who are part of the boys' clubs, the vast majority of these groups were made up of men. Despite some women having a place in these groups, many women spoke of having to 'fit in' to a male culture as a way of succeeding or surviving. Often this meant changing their own behaviours and personalities and losing their authentic selves.

²⁷ O'Reilly, J & Banki, S 2016, 'Research in work and organizational psychology: Social exclusion in the workplace' in Riva, P & and Eck, J, eds., *Social Exclusion*, Springer International Publishing, Switzerland, p. 134.

²⁸ Ibid.

Chapter 5: Bullying, sexual harassment and reporting

5.1 Introduction

Airservices employees spoke to the Review Team about bullying, sexual harassment and everyday sexism. They also spoke about psychological safety and their ability to speak out within their team or to their manager. Employees also recounted experiences both positive and negative, about their experience with complaints and reporting mechanisms.

Airservices' recently revised Code of Conduct (the Code) outlines the standard of conduct expected of all employees, contractors, Board members and consultants. It formally prohibits discrimination and harassment against all employees, and compliance with the Code is a condition of employment with Airservices. The Review Team understands that extensive effort was invested in reviewing the Code of Conduct documentation in order to create a simple user-friendly Code of Conduct Standard. This Standard has been through extended consultation with Airservices' employees and its related unions beginning in October 2018.

The new Code commits Airservices to a number of obligations specifically relating to safety and wellbeing, diversity and inclusion, privacy and resolving misconduct. It clearly articulates the obligations of all Airservices' employees to report unacceptable behaviour.

As well as the Code of Conduct, Airservices has developed a new Bullying, Harassment and Discrimination Policy (the 'Policy'). Whilst bullying and harassment are singularly identified in the Code and the Policy respectively, sexual harassment is covered under the behaviour of harassment generally. In its submission, Civil Air Australia noted that 'Airservices does not have a specific sexual harassment policy' and that 'staff are not trained on what constitutes sexual harassment'. Best practice suggests that organisations' should have a stand-alone sexual harassment policy as it avoids ambiguity and demonstrates that preventing and responding to sexual harassment is a priority for the organisation.²⁹ If a general policy is adopted, however, it is important that the different types of harassment are well-defined and addressed comprehensively. If the policy is too broad or generic its impact and clarity may be compromised.

It is essential that the Code of Conduct and all accompanying policies are not just 'words on a paper' but are 'lived on the ground'. How a policy is implemented and therefore understood determines the degree to which it will have impact.

The Review Team heard from a number of employees about managers 'abusing' the previous Code of Conduct, utilising it as a threat, and many employees simply not understanding good examples of how and when the Code of Conduct applies.

Some employees told the Review Team that bullying and sexual harassment had improved in recent years. These comments often came from those who left the organisation and then returned after a period away.

29 Australian Human Rights Commission n.d. Sexual Harassment (A Code in Practice) – A Short Guide to the Code of Practice https://humanrights.gov.au/our-work/sexual-harassment-code-practice-short-guide-code-practice-0#4_2_2

For example:

It's certainly a lot better than when I first started. There is a lot less bullying and sexual carry-on.

I have seen the organisation change over the years. People who step out of line are quickly pulled up and get the message pretty clearly about what is and what isn't acceptable.

When I started there was bullying, sexual misbehaviour against the women ... It was tough. It's better now.

However, many others told the Review Team of very different experiences – everyday experiences of bullying and sexual harassment and work environments that can have a negative psychological impact on employees. One employee told the Review Team:

Airservices as an organization is an excellent place to work. The company provides some creative opportunities and a unique environment to learn. However, certain areas in the business units are very toxic and are brewing toxic and unhealthy, ill-fated competition and [a] practise of elitism and bullying.

Others spoke of the organisation 'losing its humanity and compassion' and being 'less people-focused'. Some spoke of People Services in particular, adopting an 'uncaring' or at times 'punitive attitude' to complaints and requests, contributing to very low reporting rates for unacceptable behaviours. These comments and observations suggest that the revised Code of Conduct and other supporting documents must foster a positive values-driven culture, and be actively 'lived' or embedded throughout the organisation.

5.2 Bullying

Bullying emerged as a significant and frequent theme in the focus groups, interviews, written submissions and the survey. Participants spoke of their experiences of being bullied – at times over a significant period – and the impact this has had on their mental health, their work lives and their personal lives. Workplace bullying can be defined as repeated and unreasonable behaviour directed towards a worker or a group of workers that creates a risk to health and safety. Bullying behaviours are manifested verbally, physically, and/or through body language. They can take the form of action or lack of action.

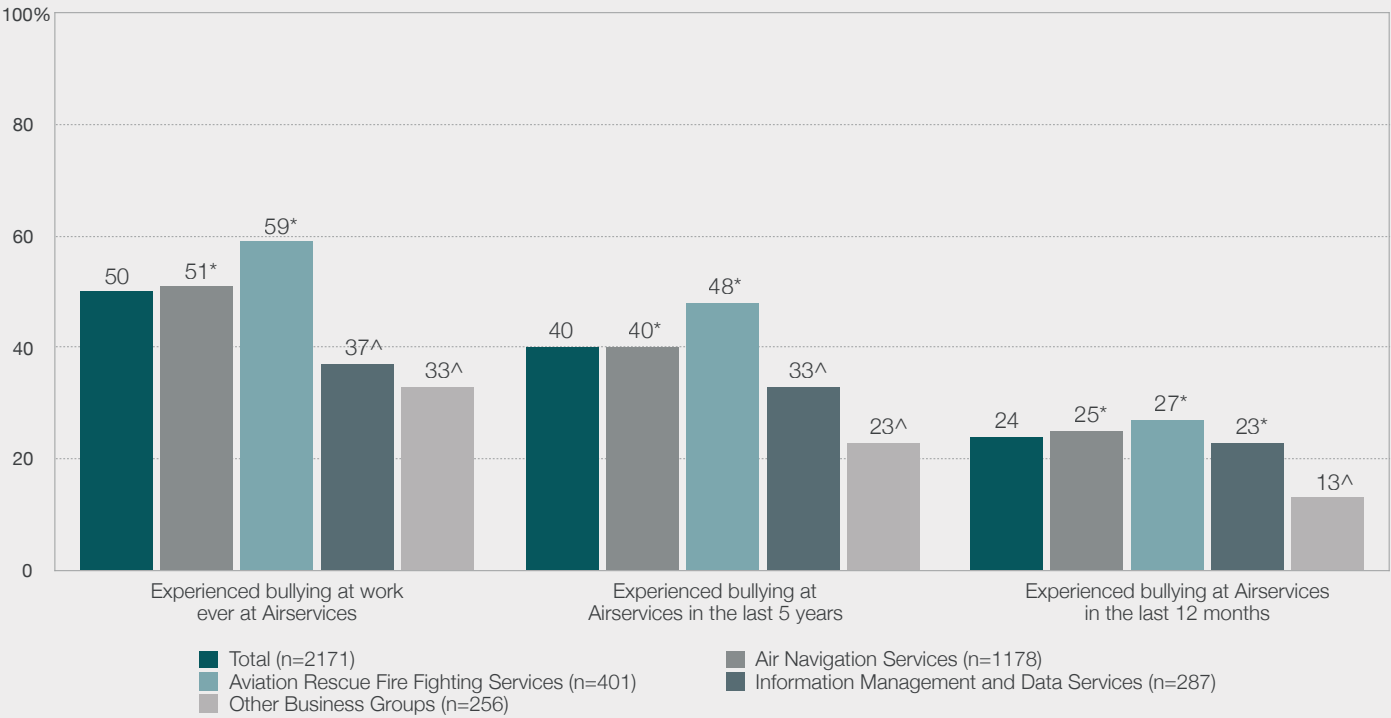
As well as individual impacts, when bullying is directed towards an employee or group of employees it creates a risk to health and safety. It also has broader organisational impacts including absenteeism, lost productivity, poor morale, and the time spent documenting, pursuing or defending claims.

The Review's survey asked respondents about their experience of bullying at Airservices. Figure 8 shows that 50% indicated they had experienced some type of bullying while at Airservices and 40% indicated they had experienced some type of bullying in the last five years. Further, 24% responded that they had experienced some type of bullying experience in the past 12 months at Airservices. There were no differences at all in experiences of bullying by gender. The results indicate that bullying is an element of the Airservices culture and is pervasive throughout the organisation.

Respondents in Air Navigation Services (51% ever and 40% in the last five years) and Aviation Rescue Fire Fighting Services (59% ever and 48% in the last five years) reported higher levels of bullying than Information Management and Data Services (37% and 33% respectively) and Other Business Groups (33% and 23% respectively). When asked about the last 12 months, Other Business Groups reported lower levels (13%) than Air Navigation Services, Aviation Rescue Fire Fighting Services, and Information Management and Data Services (25%, 27% and 23% respectively). This highlights the need for substantive change immediately in these three business units.

Figure 8 shows the experiences of bullying at Airservices by business group.

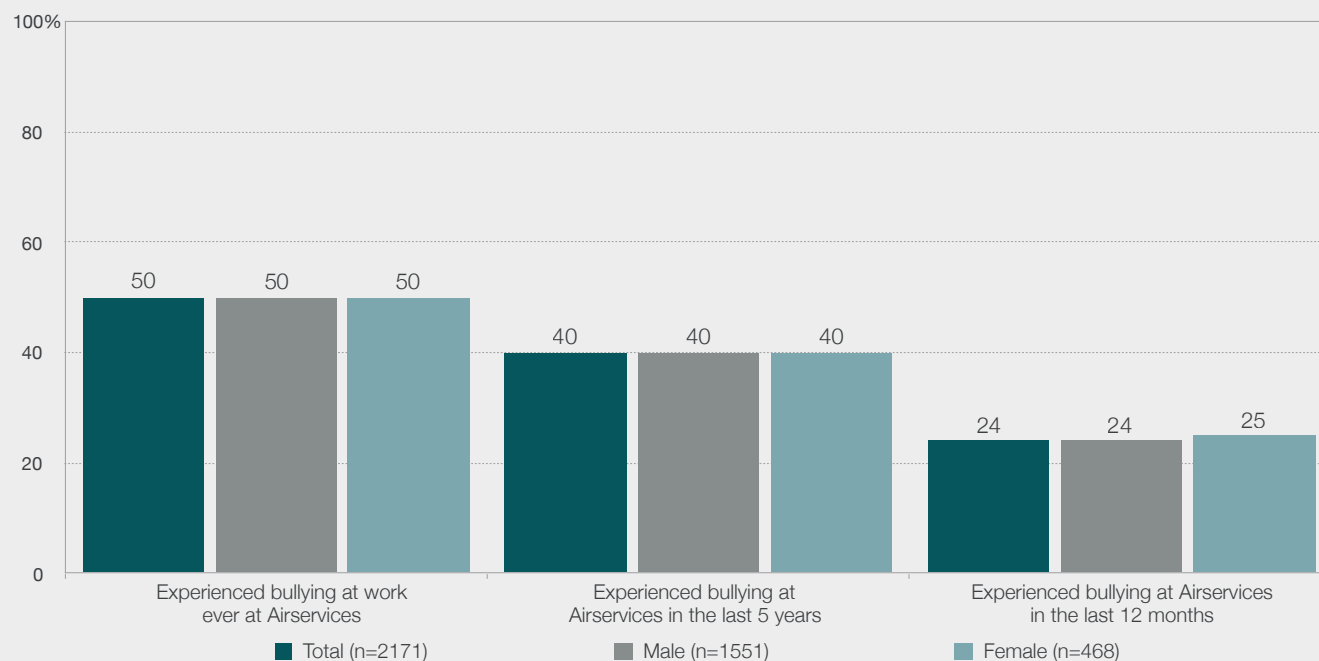
Figure 8: Experience of bullying at Airservices by business group (summary) (%)



Question items –
C1a. Have you ever experienced any bullying at Airservices, in the course of your work, from a work colleague or manager?
C1. Have you experienced any bullying at Airservices in the last 5 years, in the course of your work, from a work colleague?
C2. Have you experienced any bullying in the last 12 months at Airservices, in the course of your work, from a work colleague?
Base: All survey participants.
* Indicates significantly higher results (p<.05) compared to those flagged with ^.

Figure 9 shows there were no significant differences in the rates of bullying by gender.

Figure 9: Experience of bullying at Airservices by gender (summary) (%)



Question item –

C1a. Have you ever experienced any bullying at Airservices, in the course of your work, from a work colleague?

Base: All survey participants.

Among those respondents who had experienced bullying within the past five years, a series of follow-up questions were asked about their most recent experience to understand more about it. Table 1 shows that the vast majority of reported bullying incidents occurred face to face (88%). Other Business Groups were more likely to have experienced bullying via a phone call, 28% compared to 15% for Air Navigation Services and 14% for Aviation Rescue Fire Fighting Services. Other Business Groups were also more likely to report bullying by email when compared to Aviation Rescue Fire Fighting Services (30% compared to 16%).

Table 1: Experience of bullying by method (% of respondents)

		Business Group				Gender	
	Total	Air Navigation Services	Aviation Rescue Fire Fighting Services	Information Management and Data Services	Other Business Groups	Male	Female
Base (n)	823	466	185	94	57	578	184
Face to face (i.e. in person, directly)	88	87	91	87	87	90	89
Phone call	16	15^	14^	17	28*	15	17
SMS or text	3	4	2	3	2	3	3
Social networking sites or platforms	5	4	7	5	2	5	6
Email (either work email or personal email)	21	22	16^	22	30*	21	20
Communications to others about me (not shown)	9	7	13	6	0	9	8
Different treatment at work (not shown)	5	5	5	3	4	5	4
Other	3	2	5	3	2	3	4

Question item –

C5. Did this bullying occur via ... ?

Note: Multiple responses allowed.

Base: All survey participants who experienced bullying.

* Indicates significantly higher results ($p < .05$) compared to those flagged with ^ within business group or gender.

The survey also provided some useful demographic information regarding respondents' experiences of bullying:

Respondents who ever experienced bullying:

- More respondents were based in Sydney (59%), Perth (58%) and Brisbane (51%) than in Canberra (39%) or Melbourne (43%).
- There were more aged 45 to 54 years (57%) than those aged under 35 years (42%), 35 to 44 years (49%), and 55 years and over (47%).
- More respondents who were born in Australia (53%) than those born in other English-speaking countries (42%) or non-English speaking countries (29%).
- More respondents who have been with Airservices longer than five years (55% average) compared to those working for Airservices for less than five years (30%).

Respondents who experienced bullying in the last 5 years:

- More respondents were based in Perth (48%), Sydney (47%) and Brisbane (43%) than Canberra (30%) or Melbourne (33%).
- More respondents were under 55 years (41% average) than those aged 55 or over (29%).
- More respondents who were born in Australia (42%) than those born in other English-speaking countries (34%) or non-English speaking countries (22%).
- More respondents who have been with Airservices longer than 5 years (42% average) compared to those working for Airservices for less than 5 years (30%).

Respondents who experienced bullying in the last 12 months:

- More respondents who have been with Airservices longer than 5 years (25% average) than those working for Airservices for less than 5 years (14%).
- More respondents born in Australia (26%) than born in non-English speaking countries (13%).

Employees who spoke to the Review Team disclosed being bullied by managers, leaders, senior leaders, colleagues, peers and direct reports. They told of the impacts, both personal and professional, including mental health impacts and the need to take leave in order to avoid bullies. There were a rare few who told the Review Team that they had neither experienced nor witnessed bullying:

Personally, I have seen no other cases of bullying or other misconduct in many years with Airservices. My personal experience of the conduct of managers and staff has always been commendable.

Not once have I seen any bullying in my time at Airservices.

However, the vast majority recounted a range of different experiences:

Most of the bullying comes from managers and above, threats of CoC [Code of Conduct]. Being ridiculed in front of people. Being excluded from information.

When I was pregnant, I had horrible morning sickness but I was too scared to tell my manager because of what he might say or do to me.

The bullying I experienced from [a senior officer] has resulted in me getting anxiety and panic attacks and my claustrophobia has escalated. [They] have destroyed me. It is definitely not a safe work environment.

I think we have a culture underpinned by fear, one where bullying is normalised because nothing is ever done about it.

I've been bullied, harassed, yelled at for so long that it's had a big impact on my mental health and my confidence has eroded.

Bullying is the norm here [and so] there is a high rate of absenteeism and lots of health issues.

Intimidating, passive-aggressive and bullying behaviour at the workstation is not uncommon. I have experienced scenarios during operational duty in the last five years where colleagues have directly harassed and/or bullied me or become aggressive in relation to operational decisions that I have made.

In [a recent year], I was the victim of bullying in a [particular] tower. I had excellent support from the UTS [Unit Tower Supervisor] and staff; however, it was incredibly disappointing that the bully was renowned for inappropriate behaviour over a long period. Other staff told me they had filed written complaints about the behaviour that were ignored by management. This person spent decades bullying and exhibiting poor behaviour. There was not a single consequence or report on their staff file.

I have witnessed and spoken up for myself and others that have been the subject of bullying and/or inappropriate comments over the years ... and have suffered for it. While some managers are helpful in relation to assisting with the easing of the problems, my experience and lessons learned through the experience of others is that speaking up is a double-edged sword and inevitably no good deed goes unpunished. We are told to trust in our leaders and to speak up about different matters, but I have found that doing so can more often than not cause more discrimination and pain and suffering for the person speaking up than if they'd stayed silent on the matter.

I feel that the bullying I have been subject to, with no support from managers, will ultimately be the reason I leave Airservices in the near future.

My bullying occurred from my direct line manager from his personal phone to my personal phone, so it was not on a recorded line. And face to face with the threat of dismissal if I did not do as he said. This despite having followed all appropriate procedures in the books. It was his way or the highway.

My checkie is the biggest bully on the floor. He holds my licence so I can't say anything. No-one checks the checkies. The checkies are just head-kickers and, yes, men.

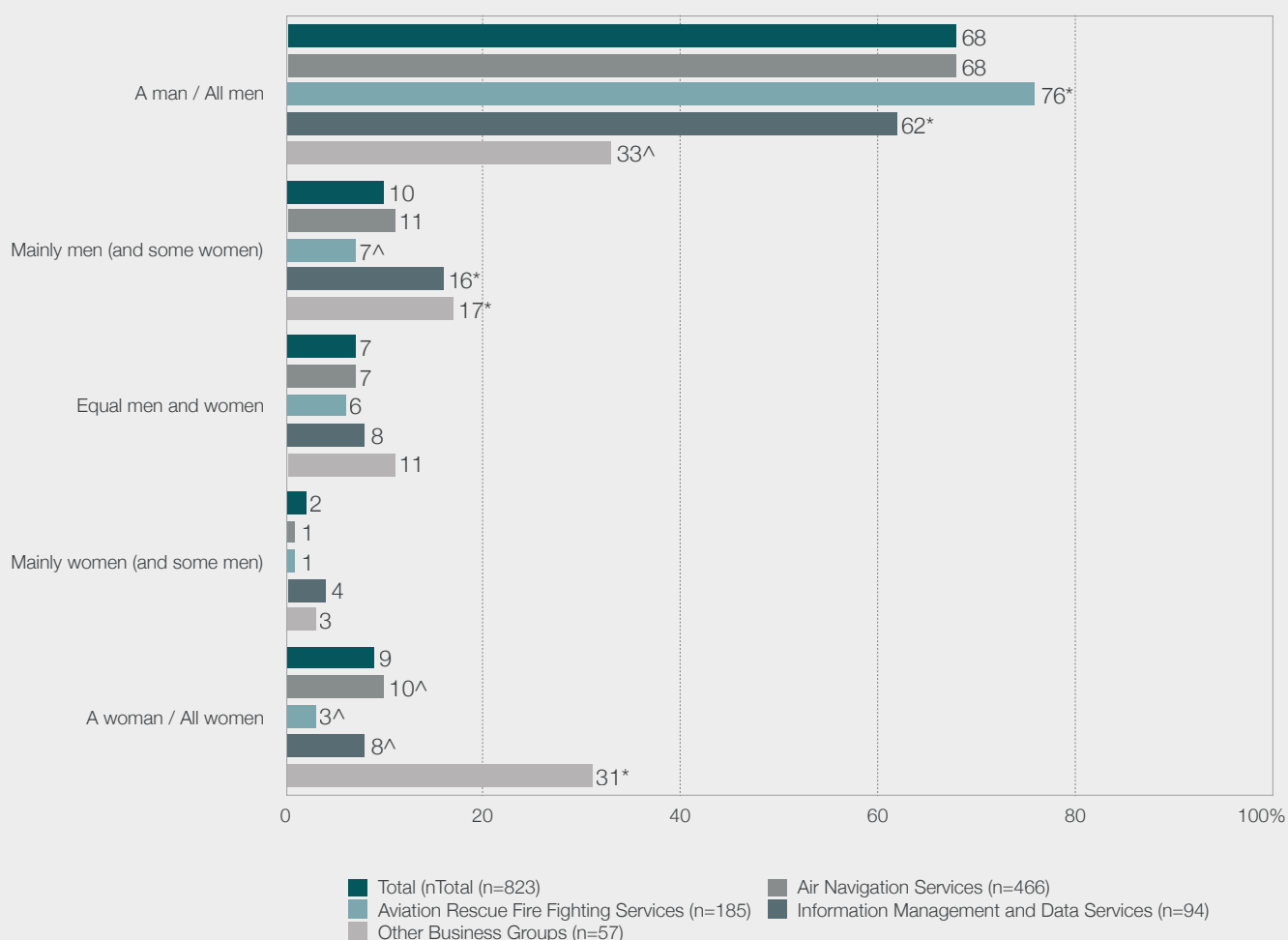
I have been here for over 20 years. And I'm worn down. I feel unsafe, vulnerable, scared and anxious. I no longer have the resilience to overcome the constant bullying, nastiness and harassment. No one in a leadership position is willing to stand up for what is right. I've had my head ripped off when I have tried to speak up or change the toxic culture.

Figure 10 shows that just under 7 in 10 respondents overall reported that the perpetrators of their bullying were a man or all men (68%), with another 10% indicating the perpetrators were mainly men. Just under 1 in 10 respondents reported the perpetrators were a woman or all women, while only 2% indicated they were mainly women.

Overall, 7% reported the perpetrators were a mixture of men and women. There was some variation by business group, with Aviation Rescue Fire Fighting Services responding that the perpetrators were a man or all men in 76% of cases, higher than Information Management and Data Services (62%) and Other Business Groups (33%).

Respondents from Other Business Groups (e.g. Administration, Corporate Services and Human Resources) were more likely to report a woman or all women were the perpetrators, 31% compared to an average of 8% among all other groups. This is not unexpected given the gender composition of those particular areas of Airservices (i.e. there is a greater representation of both women managers and employees). Overall, most bullies and harassers are men, but bullying and harassment are pervasive regardless of gender.

Figure 10: Gender of person(s) perpetrating bullying at Airservices by business group (%)



Question item –

C3. Thinking about the person(s) involved in the bullying, what was/were their gender(s)?

Base: Participants that had experienced bullying in the last five years.

* Indicates significantly higher results ($p < .05$) compared to those flagged with ^.

In the survey, respondents were asked to identify the position or role of the perpetrator of the bullying. The question enabled respondents to report multiple roles. Overall, most respondents identified Line Leader/Team Leader/Fire Commander or the equivalent as the perpetrators of the bullying (48%) closely followed by other employees (42%).

When it came to differences, those from Other Business Groups were more likely to report bullying from Executive or the equivalent (12%) or Direct Report to Executive or the equivalent (26%) than all other business groups. Respondents from Information Management and Data Services were more likely to report bullying from contractors/agencies, 15% compared to under 3% for all other business groups.

Similar reasons were provided by males and females, with the notable exceptions that females were more likely to be bullied by other employees (52% compared to 40% for males) and contractors/agencies (4% compared to 1% for males), as shown below in Table 2.

Table 2: Position/role of the perpetrator of the bullying (% of respondents)

		Business Group				Gender	
	Total	Air Navigation Services	Aviation Rescue Fire Fighting Services	Information Management and Data Services	Other Business Groups	Male	Female
Base (n)	823	466	185	94	57	578	184
Executive or equivalent (CEO & EGM)	3	2^	2^	1^	12*	2	2
Direct Report to Executive or equivalent	11	8^	12^	9^	26*	10	11
Other Leadership Roles or equivalent	34	27^	40*	40*	49*	35	28
Line Leader/ Team Leader/ Fire Commander or equivalent	48	47	54*	44	35^	50	43
Employee	42	53*	30^	33^	24^	40^	52*
Contractor/ Agency	2	0^	0^	15*	2^	1^	4*

Question item –

C4. What was/were their role(s) or position(s)?

Base: Participants that had experienced bullying in the last five years.

* Indicates significantly higher results ($p < .05$) compared to those flagged with ^ within business group or gender.

5.3 Sexual harassment

The Review Team heard from Airservices employees and managers about experiences of sexual harassment that occurred within the last 5 years, the last 12 months or at any time during their employment at Airservices. Many who had been at Airservices for a number of years observed that sexual harassment does not occur to the same extent today as it did when they started, nor is it normalised to the same extent. However, the focus groups, interviews, written submissions and survey identified that this behaviour still occurs.

*Hostility to women is ingrained in Airservices. It is manifest in institutional barriers to female advancement within the workforce, and in unusually high rates of interpersonal workplace sexism and sexual harassment.*³⁰

Sexual harassment occurs on a continuum of inappropriate behaviour starting with everyday sexism. In their publication, *We Set the Tone: Eliminating Everyday Sexism*, the Male Champions of Change define everyday sexism as follows:

It occurs as the name suggests, in both the formal and casual interactions between people. It happens in daily life. It happens frequently in workplaces.

*They are sometimes the little things, said or done in a moment, that play into stereotypes of gender. Perceived as too small to make a fuss about, we let it pass. At other times, there is no question that it oversteps the mark. In our contexts, everyday sexism also comes into play at critical decision points affecting the progress and careers of women and men, influencing who to appoint, develop, sponsor, reward or promote. Everyday sexism is frequently invisible, and often accepted. Because it is hard to speak up when it occurs, it continues unchecked.*³¹

The online survey identified that 20% of respondents had direct experience of sexual harassment during their time at Airservices.

When broken down by gender, 37% of women and 15% of men experienced sexual harassment during their time working at Airservices.

Of survey participants, 18% indicated they had direct experience of sexual harassment in the past 5 years and 11% in the last 12 months. In terms of gender:

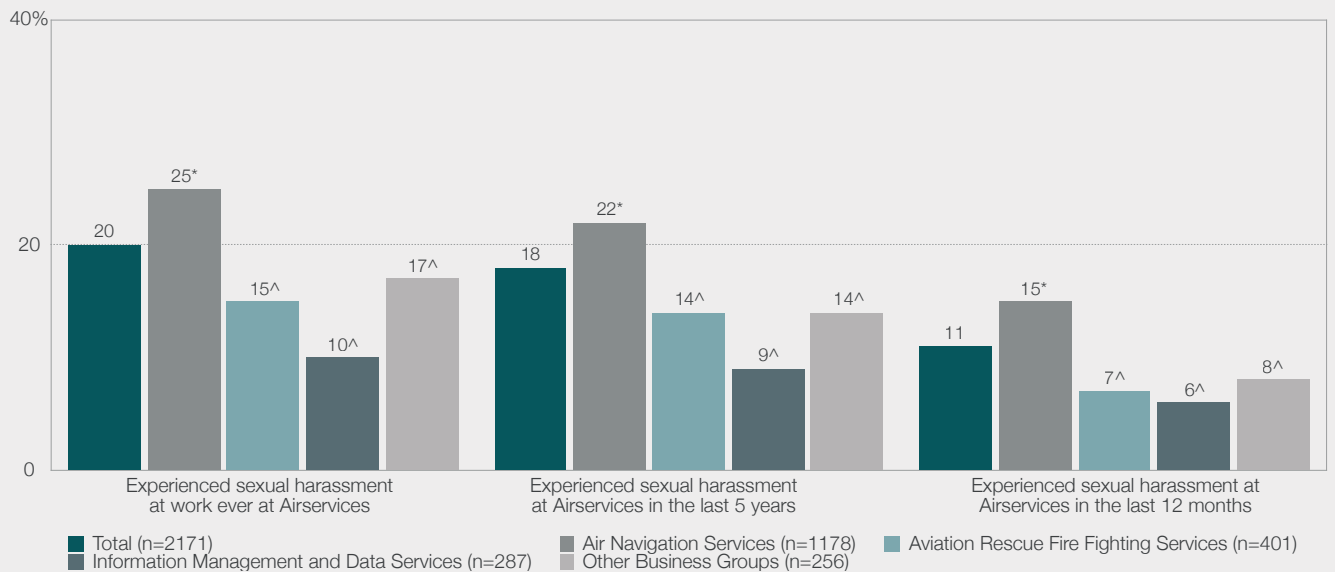
- In the last 5 years, 32% of women compared to 14% of men experienced sexual harassment.
- In the last 12 months, 20% of women compared to 10% of men experienced sexual harassment.

A summary of experiences of sexual harassment is shown in Figures 11 and 12 with the specific behaviours presented in Tables 3 (by business group) and 4 (by gender).

³⁰ Written submission from Civil Air Australia, March 2020.

³¹ Male Champions of Change 2018, *We Set the Tone: Eliminating Everyday Sexism*, p. 11 https://malechampionsofchange.com/wp-content/uploads/2018/04/We-Set-The-Tone_Eliminating-Everyday-Sexism.pdf

Figure 11: Experience of sexual harassment at Airservices by business group (summary) (%)



Question items –

D_SH. While working with Airservices, have you ever personally experienced sexual harassment by a work colleague or manager while working or at a work-related event in a way that was unwelcome?

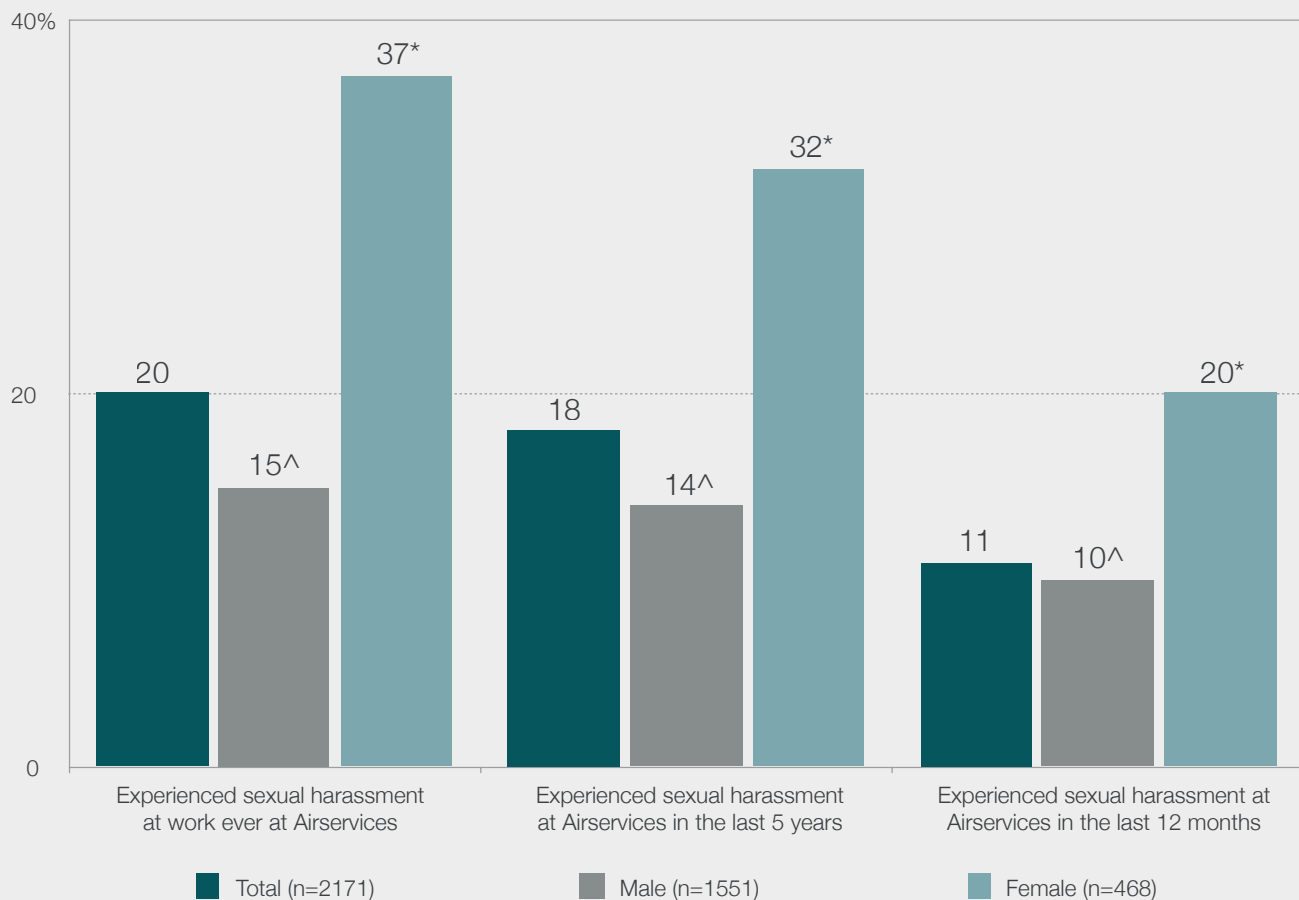
D1. In the last 5 years at Airservices, have you personally experienced sexual harassment by a work colleague or manager while working or at a work-related event in a way that was unwelcome?

D2. Did any of these behaviours occur in the last 12 months at work or at a work-related event?

Base: All survey participants.

* Indicates significantly higher results ($p < .05$) compared to those flagged with ^.

Figure 12: Experience of sexual harassment at Airservices by gender (summary) (%)



Question items –

D_SH. While working with Airservices, have you ever personally experienced sexual harassment by a work colleague or manager while working or at a work-related event in a way that was unwelcome?

D1. In the last 5 years at Airservices, have you personally experienced sexual harassment by a work colleague or manager while working or at a work-related event in a way that was unwelcome?

D2. Did any of these behaviours occur in the last 12 months at work or at a work-related event?

Base: All survey participants.

* Results are significantly higher than the other gender ($p < .05$).

Table 3: Experience of sexual harassment at Airservices by business group (specific behaviours) (% of respondents)

		Last 5 years					Last 12 months			
		Air Navigation Services	Aviation Rescue Fire Fighting Services	Information Management and Data Services	Other Business Groups		Air Navigation Services	Aviation Rescue Fire Fighting Services	Information Management and Data Services #	Other Business Groups
Base (n)	Total	1178	401	287	256	386	262	49	28	37
Sexually suggestive comments or jokes that made you feel offended	11	14*	8^	4^	7^	34	39*	23^	#	25
Intrusive questions about your private life or comments on your physical appearance that made you feel offended	9	12*	7^	5^	6^	31	32	30	#	19
Unwelcome touching, hugging, cornering or kissing	4	5*	3^	2^	4	11	14*	3^	#	11
Inappropriate staring or leering that made you feel intimidated	3	4*	1^	2^	5	10	9	6^	#	20*
Inappropriate physical contact	3	4	3	1	2	7	8	5	#	9
Sexual gestures, indecent exposure, or inappropriate display of the body	2	3	3	1	1	6	6	8	#	9
Sexually explicit pictures, posters, or gifts that made you feel offended	2	2	3	#	1	5	4	10	#	3

		Last 5 years					Last 12 months			
	Total	Air Navigation Services	Aviation Rescue Fire Fighting Services	Information Management and Data Services	Other Business Groups	Total	Air Navigation Services	Aviation Rescue Fire Fighting Services	Information Management and Data Services #	Other Business Groups
Base (n)	2171	1178	401	287	256	386	262	49	28	37
Being followed, watched or someone loitering nearby	2	3*	1^	1^	#	6	7	2	#	#
Repeated or inappropriate invitations to go out on dates	1	2	#	#	1	1	1	#	#	#
Sexually explicit comments made in emails, SMS messages, or on social media	1	2	1	#	2	2	2	3	#	6
Repeated or inappropriate advances on email, social networking websites or internet chat rooms	1	1	1	#	#	#	#	2	#	2
Requests or pressure for sex or other sexual acts	1	1	1	#	1	1	#	#	#	6

Question items –

D1a. In the last 5 years at Airservices, have you personally experienced any of the following behaviours by a work colleague or manager while working or at a work-related event in a way that was unwelcome?

D2. Did any of these behaviours occur in the last 12 months at work or at a work-related event?

Base: All survey participants who have experienced sexual harassment in the last five years.

^ Signifies significantly higher results than those with marked with * (p<.05).

Data is not reported due to small base size.

Table 4: Experience of sexual harassment at Airservices by gender (specific behaviours)
(% of respondents)

		Last 5 years			Last 12 months	
	Total	Male	Female	Total	Male	Female
Base (n)	2171	1551	468	386	214	140
Sexually suggestive comments or jokes that made you feel offended	11	9^	19*	34	38	35
Intrusive questions about your private life or comments on your physical appearance that made you feel offended	9	7^	16*	31	31	30
Unwelcome touching, hugging, cornering or kissing	4	3^	9*	11	11	14
Inappropriate staring or leering that made you feel intimidated	3	1^	12*	10	5^	22*
Inappropriate physical contact	3	2^	6*	7	7	8
Sexual gestures, indecent exposure or inappropriate display of the body	2	2^	4*	6	8	5
Sexually explicit pictures, posters or gifts that made you feel offended	2	2	2	5	7*	2^
Being followed, watched or someone loitering nearby	2	1^	8*	6	2^	15*
Repeated or inappropriate invitations to go out on dates	1	#	3	1	#	3
Sexually explicit comments made in emails, SMS messages or on social media	1	1^	3*	2	2	1
Repeated or inappropriate advances on email, social networking websites or internet chat rooms	1	#	2	#	#	2
Requests or pressure for sex or other sexual acts	1	#	2	1	1	1

Question items –

D1a. In the last 5 years at Airservices, have you personally experienced any of the following behaviours by a work colleague or manager while working or at a work-related event in a way that was unwelcome?

D2. Did any of these behaviours occur in the last 12 months at work or at a work-related event?

Base: All survey participants who have experienced sexual harassment in the last five years.

^ Signifies significantly higher results than those with marked with * (p<.05).

The survey also identified the following results based on demographic information provided by respondents:

Respondents who have ever experienced sexual harassment:

- Working in Sydney (27%) and Melbourne (23%) compared to Canberra (14%)
- Those aged 35 years or under (24%) and 45 to 54 years (20%) compared to those aged 55 or over (14%).
- Those who were born in Australia (21%) compared to those born in non-English-speaking countries (11%).
- Those working at Airservices for 20 or more years (23%) compared to those working for less than 5 years (16%).

Respondents who have experienced sexual harassment in the last five years:

- Working in Sydney (25%) and Melbourne (20%) compared to Canberra (12%).
- Those aged under 35 years (24%) compared to older age groups (15% average).
- Those who were born in Australia (19%) or in other English-speaking countries (16%) compared to those born in non-English-speaking countries (9%).

Respondents who have experienced sexual harassment in the last 12 months:

- Working in Melbourne (15%), Sydney (15%) and Brisbane (14%) compared to Canberra (7%) and Perth (5%).
- Younger age groups (13% average) compared to those aged 55 or over (6%).
- Those who were born in Australia (12%) compared to those born in non-English-speaking countries (6%).

In relation to the most recent event of sexual harassment, just more than 1 in 2 men (53%) stated that all the perpetrators were a man or all men compared to almost 9 in 10 women (89%) who stated the same. The survey found that those working in Air Navigation Services were more likely to indicate they had experienced sexual harassment ever (25%), in the last 5 years (22%), or in the last 12 months (15%) than those working in all Other Business Groups. This would suggest targeted intervention is required, for ANS in particular.

A number of employees told the Review Team that they had not experienced or witnessed sexual harassment during their time at Airservices. Men, in particular, expressed surprise that sexual harassment at Airservices would exist:

I have been here for a long time now and I have never seen anything remotely like sexual harassment.

I don't think sexual harassment would go on nowadays. I have certainly never experienced it or witnessed it.

In my time here, I haven't heard of any of the ladies experiencing sexual harassment.

Other employees spoke of markedly different experiences:

[Two aisles] are renowned for the older men being sexually inappropriate and making sexually inappropriate comments about women to other men.

Throughout [this year], the number of unwanted, sexual comments have increased from my manager ... These comments have occurred in the office and in one-on-one meetings in [their] private office. I am really uncomfortable about these comments, but I am not in a position to confront [the manager] as if I do, I believe I will become a target for [them] and I fear for repercussions in regard to my employment.

[My manager said to me once] Why are you staying back at work? Do you want to fuck me? You should wear a dress. We can see your underpants.

While at the Academy/college, I witnessed an instructor there ... make sexually suggestive and inappropriate comments about a female trainee, as well as multiple general racist comments.

On a daily basis I will be ... subjected to conversations about sex and other inappropriate topics. Once, the words 'no means yes and yes means harder' were shouted across the room while everyone laughed. Supervisors and managers included, they just hear it and laugh ... I ... feel embarrassed to work somewhere where there seems to be no morals and no accountability. If you are one of the 'safe' staff members, you can say and do as you wish.

5.3.1 Everyday sexism

The survey found that 56% of respondents reported that they believed sexist comments and jokes were rare. Similarly, 53% of respondents believed sexualised conversation and banter were rare.

However, in response to both statements, there were large differences between some of the business groups, with a much lower proportion of those in Air Navigation Services and Aviation Rescue and Fire Fighting Services believing these to be rare occurrences compared to those from Information Management and Data Services or Other Business Groups.

In response to the question as to whether sexist comments and sexist jokes are rare:

- A higher proportion of respondents based in Canberra (69%) agreed with this statement than those in all other work locations (55% average).
- A higher proportion of respondents working at Airservices for less than five years agreed with this statement (68%) compared to those with a longer duration of employment (53% average).

A number of employees commented to the Review Team on their experiences with, or observations of, sexist comments and everyday sexism:

I have never experienced sexist behaviour by my male colleagues since I have been at Airservices.

I would have to say that for the most part, the males behave properly and are respectful to the females who work here.

Sure, there is banter – that is something that keeps the crews tight – but it's not disrespectful to anyone or to the females.

Others reported a different experience or had different observations:

There's a lot of sexualised language and attitudes among ATCs. If you call them out, they set you up.

There is a misconception that ATC and ARFFS women are only here to fill quotas. That then leads to some women copping a bit of a hard time, like they are not up to standard.

There is a lot of underlying sexism, which just occasionally peeks through the surface where a comment is made about the lack of ability of the female controllers, to remarks about what they're wearing or how 'hot' they look today – these comments more often than not are made away from the females, so I'm sure there is a heap more said about them when they are not there.

Sexism ... can be subtle but it's always there. I often feel that my comments are not taken seriously in meetings and that I am treated differently to my male colleagues.

Bullying, harassment and sexual harassment is pretty much ingrained in the culture – almost like it's one of Airservices' values. And since this review has started, the culture has become worse. The sexual jokes have increased and become more open, because the people that are the problem are taking the review as a joke. And women are getting more excluded from events, whether they're work events, or outside catch-ups, as they're now seen to be troublemakers.

I have also witnessed sexist comments made about conflicts between colleagues, which are portrayed as 'girl problems'. This is not professional and indicates that the problem is somehow related to gender.

5.4 Impact of bullying and sexual harassment

The impact of sexual harassment and bullying can be severe and long-lasting. Some of the reported impacts are fear, anxiety, depression, sleeplessness, difficulty concentrating, headaches, fatigue, shame and guilt; feeling powerless, helpless or out of control; loss of confidence and self-esteem; withdrawal and isolation; and suicidal thoughts or suicide attempts. Other effects include a decline in work performance; being objectified and humiliated by scrutiny and gossip; the stress impacting relationships with significant others, sometimes resulting in the demise of the relationship; and equally, stress on peer relationships and relationships with colleagues.³²

Sexual harassment and bullying can have significant organisational impacts, including lost productivity, poor morale and the time spent documenting, pursuing or defending claims. Increased absenteeism is also a widely reported impact of these behaviours.³³ The Review Team heard frequently of employees taking leave because of the impact of workplace bullying. In this context, absenteeism could undoubtedly have significant resource implications for Airservices.

Behaviours such as bullying and sexual harassment can damage lives, divide teams and undermine the operational effectiveness of organisations. These behaviours create personal and organisational risk. According to one employee, workplaces that allow bullying and sexual harassment to occur or where such behaviours are normalised develop as a result of 'poor, failing leadership'.

Power disparities in the workplace can enable bullying and sexual harassment. In relation to sexual harassment, the Australian Human Rights Commission's *Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces* found that gender inequality was the key power disparity that drives sexual harassment.³⁴ Gender inequality relates to the unequal distribution of power, resources and opportunity between men and women, in society and in workplaces.

The Commission also found that while gender inequality is an underlying precondition for sexual harassment, it is not the only factor that drives it. Other forms of discrimination and disadvantage that create power imbalances in the workplace and in society can also drive sexual harassment.³⁵

For many individuals who spoke to the Review Team, their experience of bullying and/or sexual harassment made them 'anxious', 'at the end of their rope', 'depressed', 'fearful', 'having very low self-esteem', 'lacking confidence' and 'feeling worthless'. In addition, employees told the Review Team of the strain on their relationships and family disharmony as a result of the workplace bullying and/or sexual harassment.

32 Safe Work Australia n.d., 'Bullying', <https://www.safeworkaustralia.gov.au/bullying#effects-of-bullying>; Australia and New Zealand Mental Health Association 2018, 'The Effects on Mind and Body of Bullying in the Workplace', <https://anzmh.asn.au/2018/01/30/workplace-bullying-effects/>

33 Agarwal, P 2018, 'Here Is Why We Need To Talk About Bullying In The Work Place', *Forbes*, <https://www.forbes.com/sites/pragyaagarwaleurope/2018/07/29/workplace-bullying-here-is-why-we-need-to-talk-about-bullying-in-the-work-place/#45afe7f3259a>

34 Australian Human Rights Commission 2020, *Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces*, https://www.humanrights.gov.au/sites/default/files/document/publication/ahrc_wsh_report_2020.pdf

35 Ibid.

5.5 Reporting bullying and sexual harassment

Given the risks to the health and safety of employees arising from bullying and sexual harassment, it is critical to ensure that the reporting system is safe and effective and that responses are sensitive and timely. Such a reporting system will encourage employees to come forward. It will enable the organisation to collect valuable data on the prevalence of bullying and sexual harassment within the organisation.

Airservices employees have a number of avenues through which they can report an incident. These include 'A Confidential Word', the Ethics Hotline, their direct supervisor or their supervisor's manager and People Services. Some employees indicated that they were not aware of where to go should an incident arise, particularly if it involved their manager.

Whether or not a person feels confident to report an incident can determine if an organisation is psychologically safe or not. If a team member believes speaking up will result in a negative consequence, the team member will remain silent.³⁶ Psychological safety is critical for organisations to learn, adapt and change and to address negative or unacceptable behaviours.

Survey respondents for the Review were asked to agree or disagree with four statements to do with workplace safety:

- I feel confident calling out behaviour that is inappropriate.
- I feel confident to speak if I don't agree with something said or done.
- I don't always feel safe in my workplace.
- If I reported inappropriate behaviour, I feel confident it would be dealt with appropriately.

The survey revealed distinct differences between business groups, especially Air Navigation Services:

- 53% of Air Navigation Services respondents agreed or strongly agreed with the statement, 'I feel confident to speak if I don't agree with something said or done'. This result was lower than all other business groups where the average was 61%.
- 51% of Air Navigation Services respondents agreed or strongly agreed with the statement, 'I feel confident calling out behaviour that is inappropriate'. Again, this result was lower when compared to Aviation Rescue Fire Fighting Services (61%) and Information Management and Data Services (64%).

Only one in four respondents (28%) from Air Navigation Services agreed with the statement, 'If I reported inappropriate behaviour, I feel confident it would be dealt with appropriately', compared to 39% on average across the other business groups.

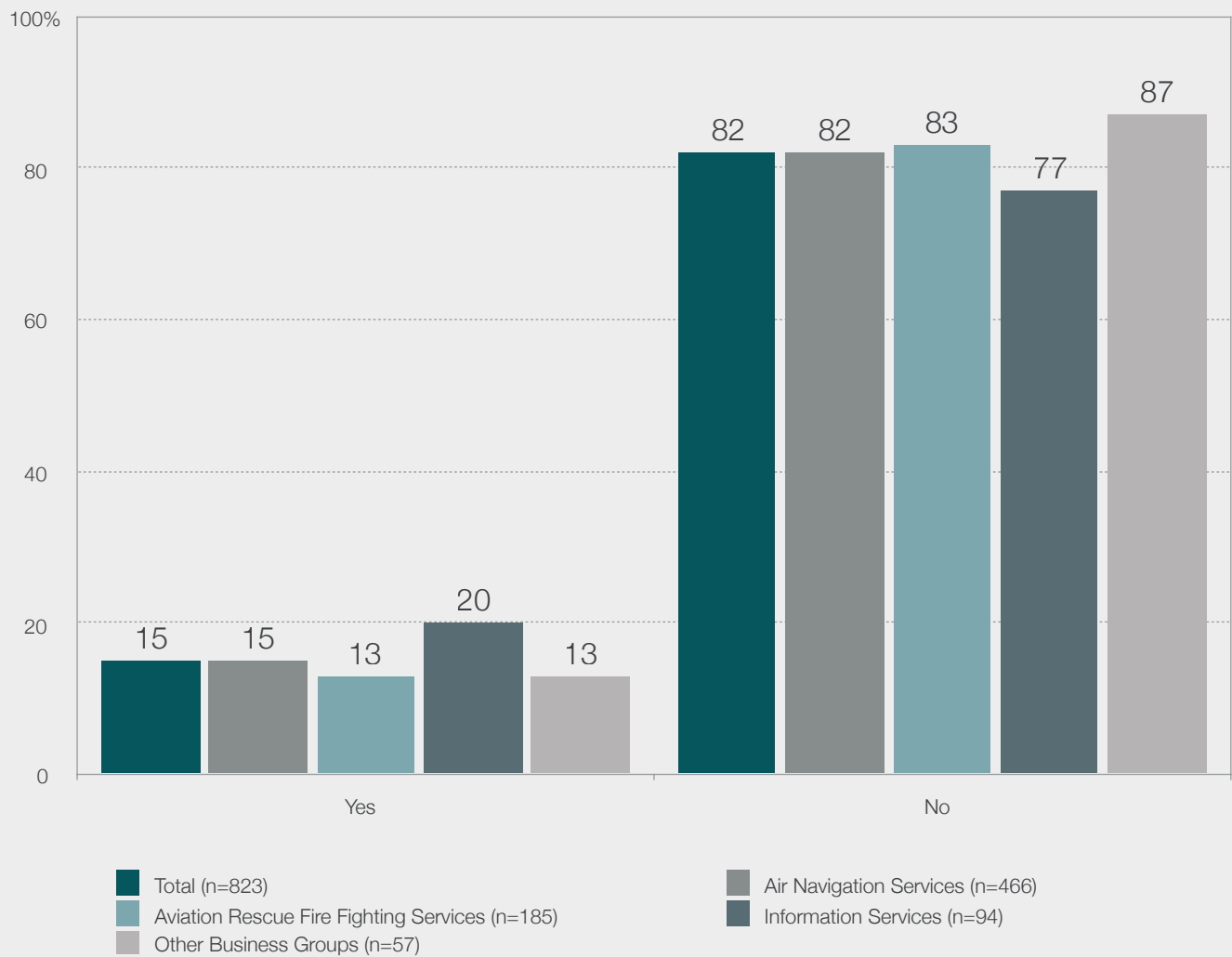
5.5.1 Reporting bullying

An individual's likelihood of formally reporting bullying was captured in a number of survey questions. In the first instance, respondents were asked whether they made a formal report or complaint about the most recent incident of bullying. Only 15% of respondents made a formal report of the most recent incident. There were no significant differences in reporting rates among the business groups; however, males were less likely to have made a formal report (14%) than females (22%).

Figure 13 presents the results of reporting of bullying by business group and Figure 14 presents the results by gender.

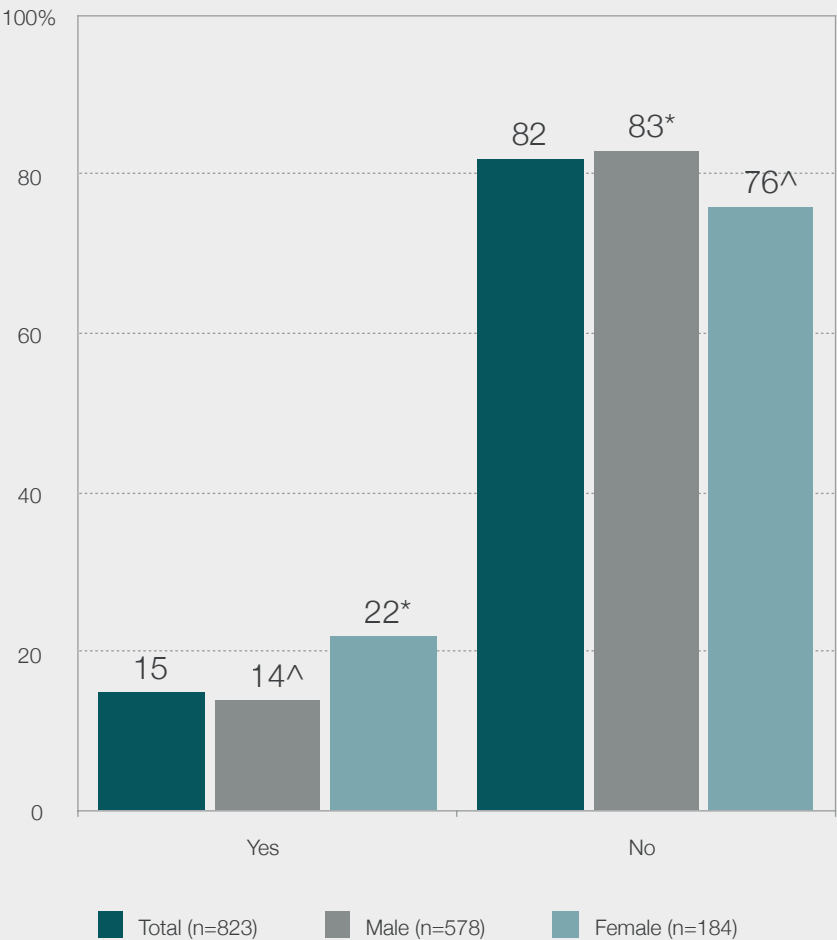
36 Ibid.

Figure 13: Reporting of experienced bullying at Airservices by business group (%)



Question item –
C6. Did you make a formal report or complaint about the most recent bullying?
Base: Participants that had experienced bullying in the last five years.

Figure 14: Reporting of experienced bullying at Airservices by gender (%)



Question item –
C6. Did you make a formal report or complaint about the most recent bullying?
Base: Participants that had experienced bullying in the last five years.
* Results are significantly higher than the other gender (p<.05).

There were no significant differences for rates of formal reporting about the most recent incident of bullying by work location, age group, country of birth or length of employment. This indicates that the lack of reporting is pervasive across the entire workforce, and a feature of the Airservices culture.

Table 5: Who did you report bullying incident to? (% of respondents)

		Business Group				Gender	
	Total	Air Navigation Services	Aviation Rescue Fire Fighting Services	Information Management and Data Services	Other Business Groups	Male	Female
Base (n)	128	76	22	19	7	83	41
A manager ^o /supervisor/ team leader	92	95	#	#	#	92	96
Union representative	23	19	#	#	#	22	22
People Services Team	20	7	#	#	#	18	21
A Confidential Word	4	3	#	#	#	5	2
Ethics Hotline	4	0	#	#	#	6	0
A PID Authorised Officer	1	1	#	#	#	1	0
External body	9	5	#	#	#	13*	0^
Someone else	2	3	#	#	#	2	2

Question item –

C7. To which of the following did you report the incident to?

Base: All survey participants who formally reported the most recent bullying incident.

* Indicates significantly higher results ($p < .05$) compared to those flagged with ^ within business group or gender.

Data is not reported due to small base size.

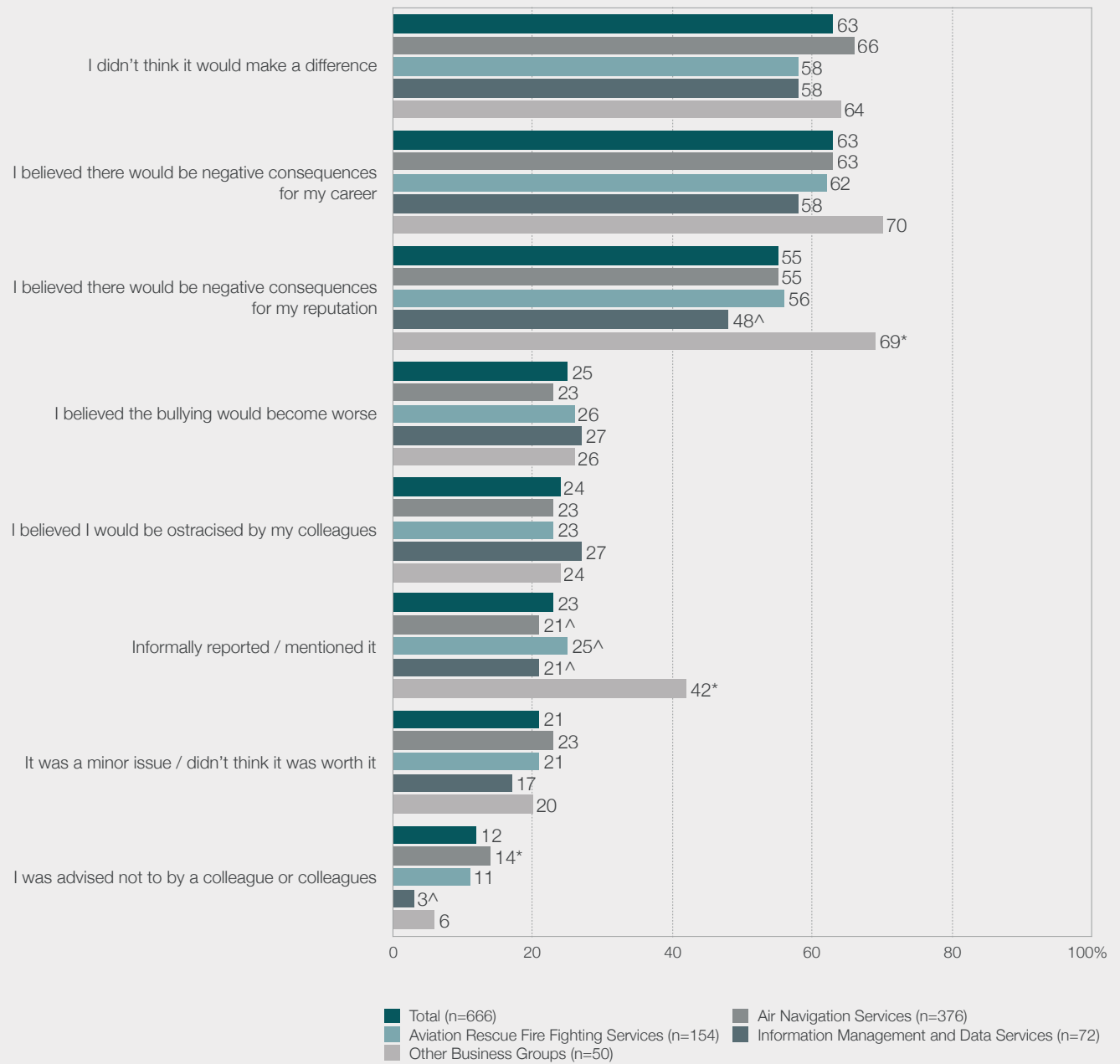
^o This includes an employee's direct manager and a manager once removed.

Table 5 details the person(s) to whom the bullying incidents were reported. Almost all those who reported did so to a manager/supervisor/team leader (92%), while 23% reported the incident to a union representative, and 20% reported the incident to the People Services team. Almost 1 in 10 (9%) reported the incident to an external body. The only difference by gender in relation to this data point was that males were significantly more likely to report bullying incidents to an external body (13% compared to 0% of females).

Respondents who chose not to report the bullying identified the main perceived barriers, which are shown below in Figure 15, and in Figure 16 by gender:

- Thinking it wouldn't make a difference (63%).
- Believing there would be negative consequences for their career (63%).
- Believing there would be negative consequences for their reputation (55% average, this was higher for females, 68%, compared to males, 51%).
- Believing reporting the incident would make the bullying worse (25% average, this was higher for females, 32%, compared to males, 23%).
- Believing they would be ostracised by their colleagues (24% average, this was higher for females, 33%, compared to males, 21%).
- They informally reported or mentioned the problem rather than going through formal channels (23% average, higher for Other Business Groups – 42% compared to the other three business groups).

Figure 15: Perceived barriers to reporting bullying at Airservices by business group (%)



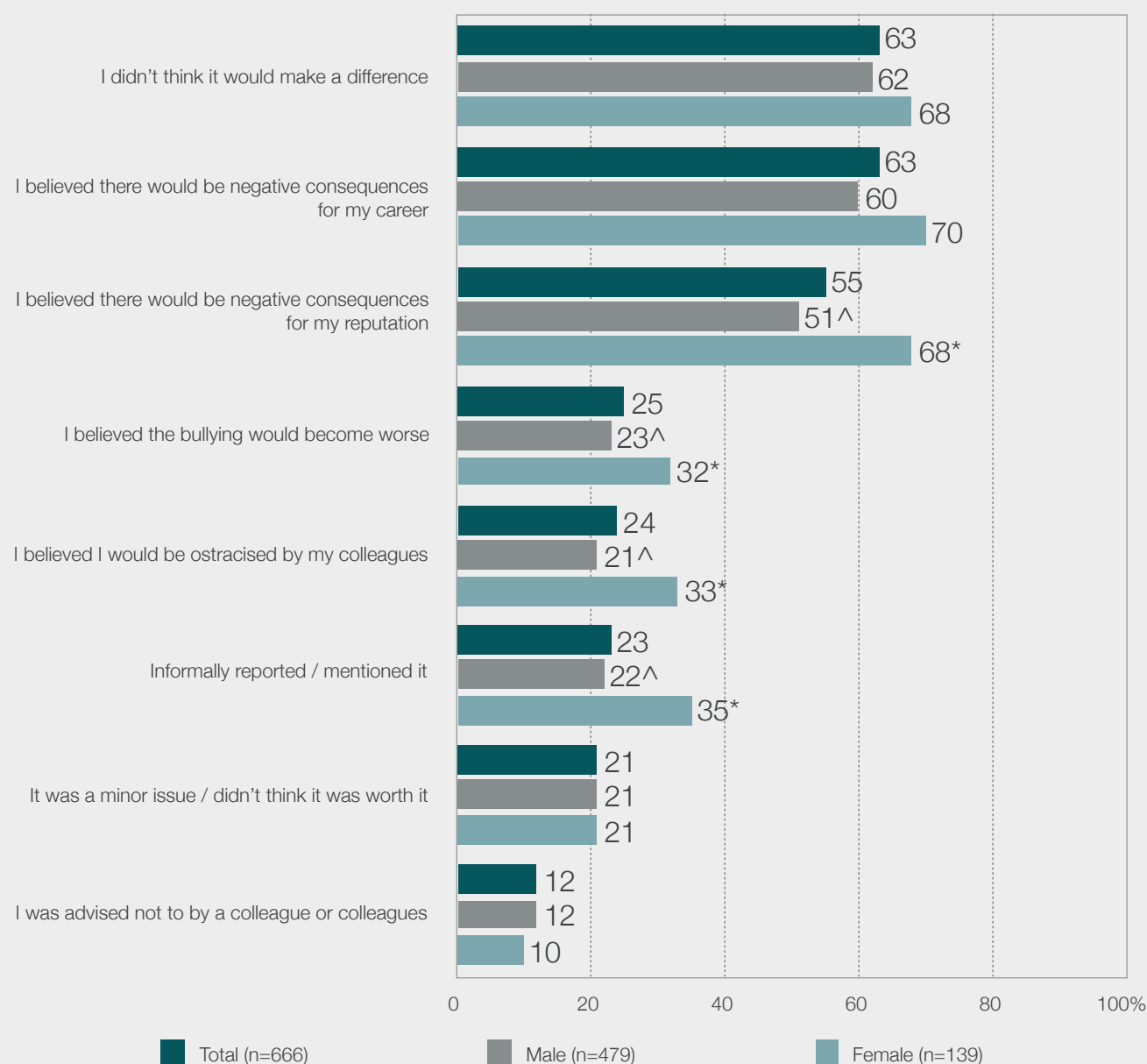
Question item –

C15. What are the reasons you did not make a formal report or complaint about the bullying?

Base: All survey participants who experienced bullying and didn't report it.

* Indicates significantly higher results ($p < .05$) compared to those flagged with ^.

Figure 16: Perceived barriers to reporting bullying at Airservices by gender (%)



Question item –

C15. What are the reasons you did not make a formal report or complaint about the bullying?

Base: All survey participants who experienced bullying and didn't report it.

* Results are significantly higher than the other gender ($p < .05$).

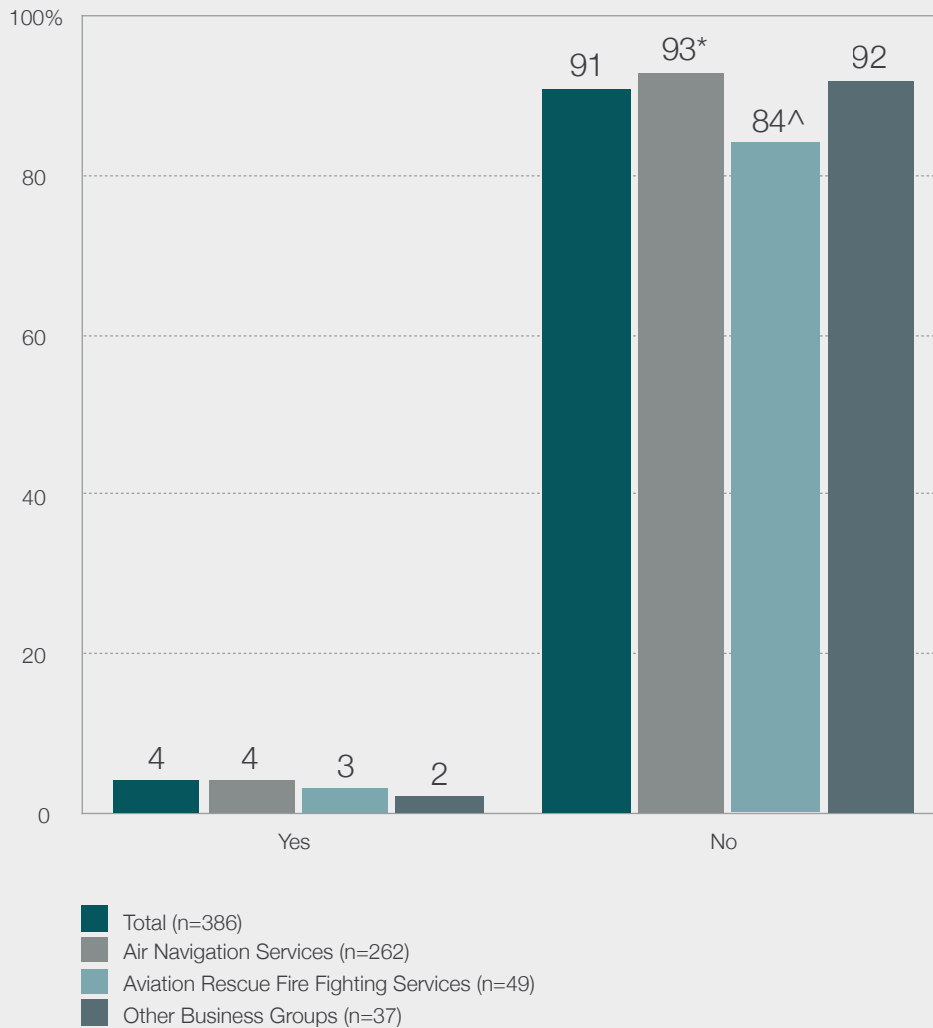
The top three outcomes for reporting bullying all related to negative outcomes for the victim making the report: just under half (49%) felt they had been labelled a 'troublemaker', 30% felt they were ostracised, victimised or ignored by colleagues, and 26% felt they would be denied workplace opportunities, such as training or promotion. These outcomes for the victims could be a contributing factor as to why the rate of reporting incidents was low.

Other outcomes were that the victim received positive feedback for reporting (18%) or received support (16%). Only 15% indicated that the bullying stopped after reporting, which was the same proportion that indicated the bullying worsened. As there were too few responses for All Business Groups except Aviation Navigation Services, no differences could be observed between business groups. There were no differences in the outcomes of making a report by gender.

5.5.2 Reporting sexual harassment

Similar to bullying, the formal reporting of the most recent incident of sexual harassment was very low at just 4%. This is extremely low in comparison to many other organisations. The national average is 17%.³⁷ Figure 17 shows the reporting of sexual harassment by business groups as well as the total organisation. Figure 18 shows rates of reporting of sexual harassment by gender – with women at 6% and men at 3%.

Figure 17: Reporting of experienced sexual harassment at Airservices by business group (%)



Question item –

D6. Did you make a formal report or complaint about the most recent incidence of sexual harassment?

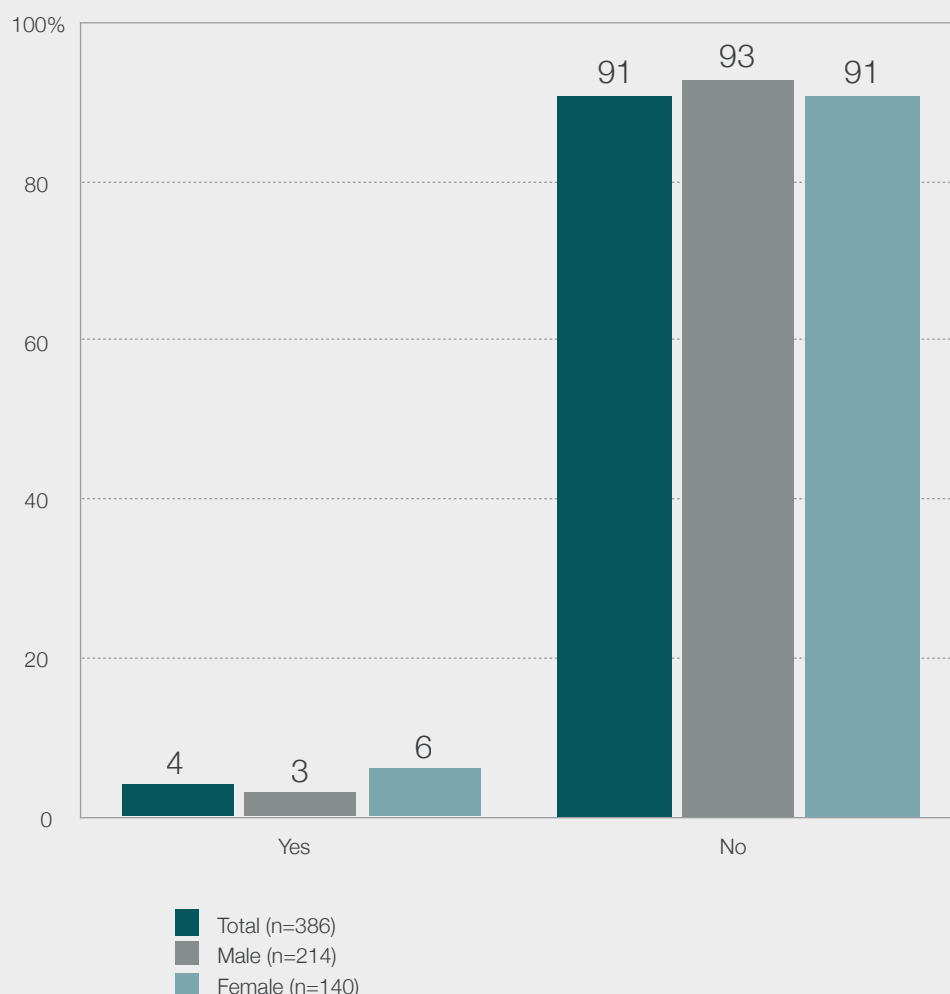
Base: All survey participants who have experienced sexual harassment in the last five years.

* Indicates significantly higher results ($p < .05$) compared to those flagged with ^.

Note: Information Management and Data Services was not included due to the small base.

³⁷ Australian Human Rights Commission 2018, *Everyone's Business: Fourth National Report on Sexual Harassment in Australian Workplaces*, p. 76.

Figure 18: Reporting of experienced sexual harassment at Airservices by gender (%)



Question item –

D6. Did you make a formal report or complaint about the most recent incidence of sexual harassment?

Base: All survey participants who have experienced sexual harassment in the last five years.

As Figure 18 shows, women were marginally more likely to report compared to men.

Most commonly, sexual harassment was reported to a manager, supervisor or team leader or union representative. Similar to bullying, the main fear for the victim making the report was being labelled a 'troublemaker'. Those that had made a formal report were asked about their satisfaction with the handling of the report. The majority of respondents were not at all satisfied, while only a small number were extremely satisfied. As this echoes the results from the bullying, it shows a potential area for improvement of the reporting process for inappropriate behaviour.

Roughly equal numbers were satisfied with the reporting process as were dissatisfied. The main reasons provided for dissatisfaction included feeling that managers were unsupportive and resistant to addressing complaints, the process took too long, or a perception that no action would be taken.

Those who chose not to report the sexual harassment were asked why that was the case. The main barriers to reporting sexual harassment included:

- Thinking it wouldn't make a difference (average 48%, higher for those in Air Navigation Services, 52%, compared to those in Other Business Groups, 30%).
- Believing there would be negative consequences for their reputation (46%).
- Believing it was a minor issue/didn't think it was worth it (43%).
- Believing there would be negative consequences for their career (42%).
- Believing they would be ostracised by their colleagues (average 29%, higher for those in Air Navigation Services, 31%, compared to those in Other Business Groups, 9%).

5.5.3 What we heard about reporting

The very low reporting rates of bullying and sexual harassment in particular shown in the survey results speak to a culture that is not psychologically safe. People do not feel safe to disclose an issue relating to unacceptable behaviour. This theme featured frequently in focus group discussions and interviews and was a key issue in many of the submissions. Many participants felt extremely let down by their managers and, of even greater concern, by People Services in the organisation's responses to their formal complaints.

Employees spoke of their willingness to report an incident, particularly of bullying. Some commented that they had or would report an incident:

I could not let my experience [of bullying] go unreported. By doing nothing, I'd be helping keep this road open for another victim to take.

I have never felt that I wasn't able to report something or that it wouldn't be dealt with.

I have a great manager who I would definitely take any complaint of bullying or whatever to.

When I have reported instances of bullying/harassment (twice), both managers took me seriously and dealt with the issue in a prompt manner, keeping me informed, and were honest about the process and how I would be impacted.

The peer support is really, really good. People are prepared to stick their hands up and the company supports them – EAP's [Employee Assistance Program], coaching and mentoring, return to work plan, mental health, first aid, ATC, ARFFS and other areas.

However, other employees had different experiences. As the survey data showed, many employees felt reporting would not make a difference to the behaviour they had experienced, or that their career or reputation would be negatively impacted if they made a report. Some believed the bullying would get worse.

Employees told the Review Team:

I put through a bullying complaint. If I ever do it again, I would be managed out. I am considered trouble. I have no idea what the outcome was.

In the firefighting space, there is a reluctance to speak out.

It's easier to be quiet than cop the punitive response I'd get if I spoke up.

When I reported an incident of bullying as a bystander, the manager raised his voice at me and said 'it's none of your business. Stay out of it'.

Myself and my colleague had to threaten to leave the company to get our instructor changed. After this, we felt ostracised by everyone at work. [It's] very much a non-reporting culture and it didn't even turn into anything official with the same instructor still continuing to work.

Reporting of bullying to managers draws no response. The organisation has no effective means to deal with bullying. HR take the stand that the bully needs opportunity to reform. There is no regard for the welfare of the victim.

There is no safe reporting space for women or those that feel bullied. Managers either ignore complaints, argue that you are wrong or intimidate you into not challenging the status quo.

There is ... a culture of not reporting because nothing ever happens.

This low rate of reporting prevents Airservices from understanding the full prevalence of these issues within the organisation and limits its ability to identify and deal with perpetrators. Further, it contributes to the view that people 'get away with it', thus undermining efforts to prevent inappropriate behaviours and create a safe and supportive culture.

For any organisation to achieve a safe reporting environment, the following conditions must be met:

- The organisation has zero tolerance for unacceptable behaviour.
- Complaints are treated seriously and complainants will not be further victimised.
- Complaints are actioned in a timely manner and regular feedback is provided to the complainant throughout the process.
- If complaints are substantiated, action will be taken.

The Review Team does not believe that Airservices consistently and systemically meets these conditions nor implements actions for these conditions to be met.

Chapter 6: Conclusion and Framework for Action

This report has examined a range of substantial issues that directly and indirectly impact on the culture of Airservices. It has examined the perceptions, experiences, prevalence and impact of bullying and sexual harassment. It has also examined the issue of employees' confidence to speak out and to report unacceptable behaviour. The Review's findings highlight the critical role played by managers at all levels, in the maintenance of the current culture, and the shaping and embedding of a renewed, more positive, inclusive culture.

The Review Team found a number of positive elements of Airservices culture – in particular the many hundreds of employees who are enthusiastic and committed to the jobs they perform, and the contributions they make daily to aviation safety. However, the Review Team also found distinct areas of the culture that require immediate action and reform. The levels of bullying, in particular, as well as sexual harassment are unacceptable. They need to be addressed as a matter of urgency.

Similarly urgent action is required to address the very low levels of reporting, particularly in relation to sexual harassment. It is clear there are work environments where people do not feel safe to speak up or to call out non-inclusive behaviour.

The leadership capability across all levels of Airservices needs strengthening. Good leadership starts at the top, but strong, inclusive and courageous leadership across an organisation creates a positive and inclusive culture. It is required at all levels, where leaders model inclusive behaviours, including vulnerability, to encourage individuals to speak; where people are empowered and enabled to challenge power and hierarchy; where there is swift and visible accountability for inappropriate and disrespectful behaviour; and where human decency guides all personal interactions.

The cultural challenges identified in this report are not unique to Airservices. While parts of the survey data and feedback are deeply concerning, the Review findings should not be a reason for Airservices' employees, stakeholders, or indeed the community, to have diminished faith in the capacity of the organisation. Rather, the findings of this report provide an opportunity for Airservices to improve its culture so as to create an organisation where all employees can thrive and progress. It takes courage and commitment for any organisation to identify not just those areas that are working well but also to identify areas requiring change.

Since the Review began, the CEO and the Executive Team have readily engaged with the Review Team to explore strategies to begin to reform and address aspects of the culture that are deficient. The CEO and Executive Team have already commenced a number of initiatives and projects to accelerate cultural transformation. The release of this report signals a strong commitment by the CEO and Executive.

The following Framework for Action provides a blueprint for Airservices to build on its existing and emerging strategies to strengthen its culture across the organisation. Responding to the insights from the interviews, focus groups, written submissions and the survey, the Framework sets out a number of recommendations focused on:

- Courageous and inclusive leadership.
- A compassionate and human-centred response to sexual harassment and bullying to enhance the reporting of incidents.
- Creating a psychologically safe work environment based on inclusion and respect.
- Preventing bullying and everyday sexism and sexual harassment.
- Dignity and safety at work.
- Monitoring and evaluation.

The Framework for Action is drawn largely from the voices of Airservices employees – their stories, opinions and experiences. It is also drawn from the advice of senior leaders, results of the online survey, relevant policies and data, and promising practices from other contexts.

Framework for Action

Action Pillar	Rationale	Recommendations
Courageous and inclusive leadership	<ul style="list-style-type: none"> Increasing understanding among Airservices management of the organisational and individual benefits of a diverse and inclusive workforce. Creating a more consistent and inclusive response from Airservices managers regarding gender equality, sexual harassment, everyday sexism and bullying. Addressing and correcting the view that people 'get away with' unacceptable behaviour and that some people are 'untouchable'. Elevating the voices of women so that the unique challenges they face are recognised, heard and acted upon. Creating an environment where people can grow and thrive equally and equitably throughout the Airservices organisation. 	<ul style="list-style-type: none"> Cultural reform, including the recommendations contained in this Report, must be owned by the CEO and the Executive Team with responsibility for cultural change embedded into their performance metrics (Chapters 2 and 3). Building on the work of the Diversity and Inclusion Council, the CEO and the Executive Team should establish the 'Cultural Reform Board', a targeted group of no more than 15 members from across the organisation and at different leadership levels to assist with the cultural change process, including the implementation of the recommendations contained in this Report. The Cultural Reform Board should: <ul style="list-style-type: none"> » Be chaired by the CEO » Be gender balanced » Include leaders from across functional areas who are champions of reform and/or are in positions of influence (Chapters 2 and 3). The CEO, the Executive Team and Board should demonstrate strong leadership commitment to a safe and inclusive workplace, through organisation-wide statements about the benefits of a positive culture and a zero tolerance to bullying, sexual harassment and other unacceptable behaviour. (Chapters 2, 3, 4 and 5). With the assistance of an independent expert and facilitator, Airservices should implement a purposeful storytelling process involving select senior leaders. This should be done in a safe setting. A key objective of the storytelling process would be for those at the senior leadership level to hear first-hand the experiences of employees and in doing so, accelerate the cultural change process.

Action Pillar	Rationale	Recommendations
<i>Courageous and inclusive leadership (continued)</i>		<ul style="list-style-type: none"> • Implement the Leadership Shadow³⁸ first for the Executive Team, followed by DREs and OLRs. (Chapter 3) • As part of the Leadership Shadow, develop personal leadership action plans for OLRs and higher-level roles, with annual facilitated discussions to enable feedback and reflection on progress. The CEO should appoint an independent, specialist coach to work with each member of the Executive Team and the group as a whole to assist them to: <ul style="list-style-type: none"> » Implement their personal leadership action plans. » Foster a culture of respect for difference among colleagues and other team members, including in relation to decision-making. • Ensure that recruitment and promotion processes are open and transparent and have a strong predisposition to effective people management and leadership skills. (Chapter 3) • Review and amend the Airservices performance management practices to: <ul style="list-style-type: none"> » Ensure all leaders are provided with performance coaching, including how to have constructive two-way conversations, and to provide positive as well as critical feedback, bias, empathy, and listening skills. » Create performance management support accountabilities in the design of the new HR operating model. » Introduce 360 Degree Feedback Surveys to assist with performance appraisals for managers with teams of greater than 5 people. (Chapters 2 and 3)

38 The Leadership Shadow, developed by Male Champions of Change and Chief Executive Women, is a simple management model to reflect on personal leadership on inclusion across four quadrants: What I say; How I act; What I prioritise; and What I measure. See <https://malechampionsofchange.com/the-leadership-shadow/>.

Action Pillar	Rationale	Recommendations
Preventing bullying and sexual harassment	<ul style="list-style-type: none"> Increasing understanding and awareness about appropriate and inappropriate behaviour. Increasing the numbers of people stepping up as bystanders or upstanders³⁹ and calling out inappropriate behaviours. Ensuring that the future Airservices workforce from the Academy and other training facilities, have a sound understanding of the benefits of diversity and inclusion. Educating and creating awareness for all employees on what are bullying and sexual harassment, their effects and how to best mitigate and address them in their work environment. 	<ul style="list-style-type: none"> Implement an internal and targeted communications strategy to increase awareness of the nature and impacts of bullying and sexual harassment (what it is, what it isn't, options available for support, and encouragement to report it). (Chapter 5) Provide leaders with the capability and practical skills to address unacceptable behaviour in the moment and then provide appropriate support. This includes: <ul style="list-style-type: none"> » Providing expert training and education for all leaders in inclusive leadership and how to demonstrate zero tolerance for bullying and sexual harassment; recognising and responding appropriately to bullying, harassment, sexualised work environments, and sexual harassment and implementing flexible work arrangements. » Ensuring that the prevention and response to bullying and sexual harassment is embedded in all training, induction and other relevant materials, including for recruits and trainees at all Airservices' training environments. » Ensuring leaders visibly understand and can respond to issues such as everyday sexism, accessibility, disability, racism, homophobia and inclusive culture and that bystanders and upstanders are upskilled to support employees to call out inappropriate behaviour, with a specific focus on challenging hierarchy. (Chapter 4 and 5) » Ensure leaders at all levels are held accountable for the culture, health and wellbeing of their teams and crews, including in relation to effectively performance managing staff and appropriately responding to unacceptable behaviour such as bullying, sexual harassment and everyday sexism. This should involve conducting regular team 'climate surveys'. » Establish a mechanism for ongoing engagement with employees on the implementation of people related policies, including the Bullying, Harassment and Discrimination policy based on best practice. Ensure the prevention of sexual harassment is a key pillar of this policy. Develop a "one-stop-shop" for the code of conduct, bullying and harassment, and sexual harassment policies by way of an employee guidebook/manual/handbook that is easily understandable and accessible, and includes contextual support and assistance. (Chapter 5)

³⁹ An upstander is defined as someone who recognizes when something is wrong and acts to make it right. Sebastian, S, 2015 'What Does It Mean To Be An Upstander?' <https://www.linkedin.com/pulse/what-does-mean-upstander-sebastian-mba-ms-pmp-cpc-eli-mp-lion/>

Action Pillar	Rationale	Recommendations
A compassionate and human-centred response to bullying, exclusion and sexual harassment to enhance the reporting of incidents	<ul style="list-style-type: none"> • Increasing confidence in the reporting and complaints system and to lift reporting rates. • Creating consistent complaint responses from managers. • Addressing fear of victimisation, marginalisation, and fear of negative impact on career for the complainant. • Creating an option for individuals who want someone to talk to and seek advice from before proceeding with a formal report. • Addressing fears of employees having to work in close proximity to someone who has bullied or harassed them, reducing absenteeism. 	<ul style="list-style-type: none"> • Develop and implement a discrete unit – a ‘Safe Place’ for reporting incidents of bullying and sexual harassment that is: <ul style="list-style-type: none"> » Independent from human resources and legal. » Managed by specialist staff with expertise in bullying, sexual harassment and trauma. » Supported by a network of appropriately and regularly trained advocates. » Not time limited and as far as practicable enables historic issues to be heard for those who continue to work at Airservices. • The unit should: <ul style="list-style-type: none"> » Provide appropriate support and a range of informal and formal responses for complainants. This would include an option for confidential disclosures, with capacity for Airservices to take action in prescribed circumstances.⁴⁰ For instance, a complainant may, in the first instance, elect to make a disclosure and access support but at the same time, not wish to have the incident investigated. They may elect to have the incident investigated at a later date. » Provide support to complainants who elect to have their matter investigated, throughout the investigation process. » Collect and analyse data to track progress and identify trends and gaps, sharing the data with the CEO, the Executive Team and the Board on a quarterly basis together with any actions implemented to respond to trends of concern. » Provide ongoing advice to managers on how to appropriately respond to bullying and sexual harassment disclosures made by a member of their team. (Chapter 5) • Review and build into the relevant rostering system increased flexibility for people who have made a complaint against a colleague or manager. (Chapter 4) • Ensure that all investigations (internal and external) are handled sensitively, effectively and expeditiously and that swift action is taken against employees and/or managers found to have committed unacceptable behaviour. (Chapters 4 and 5) • Ensure that all investigations for managers at OLR or above are conducted by an external, independent investigator, for at least two years. (Chapters 3, 4 and 5)

⁴⁰ Similar initiatives in other large organisations can provide examples of the circumstances under which an investigation is launched. Given the extent of under-reporting, this option gives employees access to information and support to encourage them, where appropriate, to then transition to an investigation. A confidential disclosure system would also allow for the collection of de-identified data that would otherwise not be available.

Action Pillar	Rationale	Recommendations
Dignity, inclusion and safety at work	<ul style="list-style-type: none"> • Increasing a sense of respect and inclusion for all employees. • Increasing the inclusion of women firefighters. • Increasing a sense of trust among employees that the complaints system is fair and transparent. 	<ul style="list-style-type: none"> • Ensure all Airservices workplaces have appropriate facilities to increase comfort, safety and inclusion for employees, including people of all genders, sexualities, religions, and accessibility needs. Prioritise areas where existing staff do not have appropriate facilities. (Chapter 4)
Monitoring and evaluation	<ul style="list-style-type: none"> • Ensuring the monitoring of reforms and that any areas of ongoing concern are addressed. 	<ul style="list-style-type: none"> • Administer a survey similar to that used in this Review every two years to monitor and review areas of progress and identify areas for action and further strengthening. (Chapters 4 and 5) • Include questions relating to inclusion and psychological safety in any existing cyclical employee sentiment surveys. (Chapter 4) • Track key indicators of progress and report quarterly at Executive General Manager and Board level. Key indicators should include: <ul style="list-style-type: none"> » Flexible work arrangements requested and implemented by gender. » Reporting rates to the safe place. » Length of time to resolve cases. » Data on psychological safety collected through Airservices employee survey. » Trends in relation to women's leadership representation data. (Chapters 2,3,4 and 5) » Diversity representation data. (Chapters 2,3,4 and 5)

