

# A REVIEW OF CULTURE AT AIRSERVICES AUSTRALIA

2021-22 Initiatives and Progress Update

As of 30 September 2021

# ACTION PILLAR 1: COURAGEOUS AND INCLUSIVE LEADERSHIP

CULTURE REVIEW ACTION PILLAR RATIONALE	2021-22 PEOPLE PLAN INITIATIVES	PROGRESS (as of 30 September 2021)
<ul style="list-style-type: none"> <li>Increasing understanding among Airservices management of the organisational and individual benefits of a diverse and inclusive workforce.</li> <li>Creating a more consistent and inclusive response from Airservices managers regarding gender equality, sexual harassment, everyday sexism and bullying.</li> <li>Addressing and correcting the view that people 'get away with' unacceptable behaviour and that some people are 'untouchable'.</li> <li>Elevating the voices of women so that the unique challenges they face are recognised, heard and acted upon.</li> <li>Creating an environment where people can grow and thrive equally and equitably throughout the Airservices organisation.</li> </ul>	<ul style="list-style-type: none"> <li>Embed the Leadership Standard in Succession Planning and Talent Reviews.</li> </ul>	<ul style="list-style-type: none"> <li>A talent review of leadership was completed in August 2021 against the leadership behavioural standard.</li> </ul>
	<ul style="list-style-type: none"> <li>Expectations, values and behaviours required of our leaders are further integrated into our leadership development programs.</li> </ul>	<ul style="list-style-type: none"> <li>Development of a Frontline Leadership program is underway and scheduled for launch in November 2021.</li> </ul>
	<ul style="list-style-type: none"> <li>Deliver leader-led communications, connected to our values and desired culture.</li> </ul>	<ul style="list-style-type: none"> <li>The People Initiatives Communications Plan has been established and is being implemented.</li> </ul>
	<ul style="list-style-type: none"> <li>Progress further development feedback and ongoing coaching process.</li> </ul>	<ul style="list-style-type: none"> <li>The Executive team continue to undergo professional coaching.</li> </ul>
	<ul style="list-style-type: none"> <li>Progress leadership development initiatives across all leaders.</li> </ul>	<ul style="list-style-type: none"> <li>82% of all leaders have completed 360-degree feedback, coaching and leadership action plans.</li> </ul>
	<ul style="list-style-type: none"> <li>Embed a refreshed Performance and Development framework aligned to our Corporate Performance Scorecard.</li> </ul>	<ul style="list-style-type: none"> <li>Refreshed Performance and Development framework launched to Leaders in September 2021, including team member development commitments.</li> <li>The <i>Driving Work Performance</i> training continues to be delivered and tracked.</li> </ul>
	<ul style="list-style-type: none"> <li>Establish the Women in Leadership Program.</li> </ul>	<ul style="list-style-type: none"> <li>Scheduled to be launched in Q3 2021-22.</li> </ul>

# ACTION PILLAR 2: PREVENTING BULLYING AND SEXUAL HARASSMENT

CULTURE REVIEW ACTION PILLAR RATIONALE	2021-22 PEOPLE PLAN INITIATIVES	PROGRESS (as of 30 September 2021)
<ul style="list-style-type: none"> <li>Increasing understanding and awareness about appropriate and inappropriate behaviour.</li> <li>Increasing the numbers of people stepping up as bystanders or upstanders and calling out inappropriate behaviours.</li> <li>Ensuring that the future Airservices workforce from the Academy and other training facilities, have a sound understanding of the benefits of diversity and inclusion.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Refresh our Code of Conduct Training to align with the Code of Conduct Standard and establishment of the Safe Place function.</li> </ul>	<ul style="list-style-type: none"> <li>Refreshed Code of Conduct Training has been delivered to 27% of our people.</li> <li>The <i>Fostering Respectful Team Environments</i> continues to be delivered and tracked.</li> </ul>
	<ul style="list-style-type: none"> <li>Execute the 2021-22 Communications Plan, including a focus on bullying, harassment, sexual harassment and discrimination .</li> </ul>	<ul style="list-style-type: none"> <li>Communications regarding bullying, harassment, sexual harassment and discrimination continue to be distributed via staff engagement channels, including the <i>Workplace</i> platform.</li> </ul>
	<ul style="list-style-type: none"> <li>Review the effectiveness of the Strengthening a Culture of Respect and Engagement (SCORE) program.</li> </ul>	<ul style="list-style-type: none"> <li>A review of the SCORE Program is currently underway.</li> </ul>
	<ul style="list-style-type: none"> <li>Review all our People documentation with a view to refresh them with more inclusive language.</li> </ul>	<ul style="list-style-type: none"> <li>People documentation review activities are on track in line with the documentation review plan.</li> </ul>
	<ul style="list-style-type: none"> <li>Introduce the Living the Values Program to strengthen employee recognition.</li> </ul>	<ul style="list-style-type: none"> <li>Living the values program design complete and awaiting endorsement.</li> </ul>

# ACTION PILLAR 3: A COMPASSIONATE AND HUMAN-CENTRED RESPONSE TO BULLYING, EXCLUSION AND SEXUAL HARASSMENT TO IMPROVE THE REPORTING OF INCIDENTS

CULTURE REVIEW ACTION PILLAR RATIONALE	2021-22 PEOPLE PLAN INITIATIVES	PROGRESS (as of 30 September 2021)
<ul style="list-style-type: none"> <li>Increasing confidence in the reporting and complaints system and to lift reporting rates.</li> <li>Creating consistent complaint responses from managers.</li> <li>Addressing fear of victimisation, marginalisation, and fear of negative impact on career for the complainant.</li> <li>Creating an option for individuals who want someone to talk to and seek advice from before proceeding with a formal report.</li> <li>Addressing fears of employees having to work in close proximity to someone who has bullied or harassed them, reducing absenteeism.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the recommendations arising from the Safe Place post implementation review (PIR).</li> <li>Build a trusted Employee Support Team to deliver human-centred frontline HR services.</li> </ul>	<ul style="list-style-type: none"> <li>An action plan has been developed in response to Safe Place PIR recommendations (refer to separate action plan).</li> <li>Recruitment activities are on track.</li> <li>A supporting process review is also underway.</li> </ul>

# ACTION PILLAR 4: DIGNITY, INCLUSION AND SAFETY AT WORK

CULTURE REVIEW ACTION PILLAR RATIONALE	2021-22 PEOPLE PLAN INITIATIVES	PROGRESS (as of 30 September 2021)
<ul style="list-style-type: none"> <li>Increasing a sense of respect and inclusion for all employees.</li> <li>Increasing the inclusion of women firefighters.</li> <li>Increasing a sense of trust among employees that the complaints system is fair and transparent.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver inclusive facilities program of work including 18 parent and reflection rooms and three personal facilities at ARFF locations.</li> </ul>	<ul style="list-style-type: none"> <li>Rollout of parent and reflection rooms on track, pending COVID-19 impacts to the construction industry.</li> <li>Personal facility design and stakeholder engagement underway.</li> </ul>
	<ul style="list-style-type: none"> <li>Review our talent acquisition model and develop broader attraction strategies to drive diversity across operational workforces.</li> </ul>	<ul style="list-style-type: none"> <li>A refreshed Air Traffic Control (ATC) attraction and selection strategy is being implemented.</li> <li>An Aviation Rescue and Fire Fighting (ARFF) recruitment strategy review is underway.</li> </ul>
	<ul style="list-style-type: none"> <li>Refine the operation of the Cultural Reform Board (CRB), including formal review of the Terms of Reference.</li> </ul>	<ul style="list-style-type: none"> <li>The CRB Terms of Reference review has commenced.</li> <li>Planning for new membership nomination and selection for the CRB is underway.</li> </ul>
	<ul style="list-style-type: none"> <li>Empower employee networks to design and deliver initiatives supporting our Diversity &amp; Inclusion agenda across Indigenous, LGBTIQ and Female employees.</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of the Employee Network action plan is underway, including the delivery of awareness training and campaigns, celebrations of significant days and the ongoing delivery of our Innovate Reconciliation Action Plan.</li> </ul>
	<ul style="list-style-type: none"> <li>Review our flexible work practices to gauge employee experience and alignment to inclusion at work.</li> </ul>	<ul style="list-style-type: none"> <li>Flexible work review in planning phase.</li> </ul>
	<ul style="list-style-type: none"> <li>Refresh our revised mental health and wellbeing plan.</li> </ul>	<ul style="list-style-type: none"> <li>Targeted initiatives delivered in Q1 focussed on promotion and awareness of health and wellbeing services.</li> <li>Planning in progress for implementation of a technology-based wellbeing application.</li> </ul>

# ACTION PILLAR 5: MONITORING AND EVALUATION

CULTURE REVIEW ACTION PILLAR RATIONALE	2021-22 PEOPLE PLAN INITIATIVES	PROGRESS (as of 30 September 2021)
<ul style="list-style-type: none"> <li>Ensuring the monitoring of reforms and that any areas of ongoing concern are addressed.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a quarterly People Engagement Survey and support leaders and teams to identify meaningful actions for implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly people engagement survey launched in August 2021, with action plans underway.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to report key lead and lag performance metrics to Board and Executive, in alignment with our People Plan pillars and metrics.</li> </ul>	<ul style="list-style-type: none"> <li>Key lead and lag performance metrics continue to be reported to Board and Executive.</li> </ul>
	<ul style="list-style-type: none"> <li>Undertake a follow-up independent review of Culture at Airservices.</li> </ul>	<ul style="list-style-type: none"> <li>A follow-up independent review of Culture at Airservices is scheduled for June 2022.</li> </ul>