

A REVIEW OF CULTURE AT AIRSERVICES AUSTRALIA

2021-22 Initiatives and Progress Update

As at 30 June 2022

ACTION PILLAR 1: COURAGEOUS AND INCLUSIVE LEADERSHIP

CULTURE REVIEW ACTION PILLAR RATIONALE


2021-22 PEOPLE PLAN INITIATIVES

PROGRESS (as of 30 June 2022)

- 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.

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| <ul style="list-style-type: none"> • Embed the Leadership Standard in Succession Planning and Talent Reviews. | <ul style="list-style-type: none"> • Succession Plan developed and endorsed. Leadership talent pool development underway. |
| <ul style="list-style-type: none"> • Expectations, values and behaviours required of our leaders are further integrated into our leadership development programs. | <ul style="list-style-type: none"> • The Frontline Leadership program was delivered in late November 2021. Modular delivery of the program is underway for new starters who commenced their Line Leader roles in 2022. • Champions of Change coalition membership includes CEO. The CEO has signed on as a Champion of Change member and the program of work is underway. • Values and required behaviours of leaders has been embedded into all leadership capability programs |
| <ul style="list-style-type: none"> • Deliver leader-led communications, connected to our values and desired culture. | <ul style="list-style-type: none"> • The People Initiatives Communications Plan has been established and is being implemented. |
| <ul style="list-style-type: none"> • Progress further development feedback and ongoing coaching process. | <ul style="list-style-type: none"> • The Executive and leadership team continue to undergo professional coaching. |
| <ul style="list-style-type: none"> • Progress leadership development initiatives across all leaders. | <ul style="list-style-type: none"> • 197 leaders have completed 360 degree feedback, coaching and leadership action plans. • LSI was launched for our Frontline leadership in early 2022 with 64 frontline leaders commencing their 360 feedback. |
| <ul style="list-style-type: none"> • Embed a refreshed Performance and Development framework aligned to our Corporate Performance Scorecard. | <ul style="list-style-type: none"> • Refreshed Performance and Development framework launched to Leaders in September 2021, including team member development commitments. • The <i>Driving Work Performance</i> training continues to be delivered with 27 leaders completing the program in 2022. |
| <ul style="list-style-type: none"> • Establish the Women in Leadership Program. | <ul style="list-style-type: none"> • External provider has been selected. Program commencement planned for Q4 FY2022 |

ACTION PILLAR 2: PREVENTING BULLYING AND SEXUAL HARASSMENT

| CULTURE REVIEW ACTION PILLAR RATIONALE | 2021-22 PEOPLE PLAN INITIATIVES | PROGRESS (as of 30 June 2022) |
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| <ul style="list-style-type: none"> Increasing understanding and awareness about appropriate and inappropriate behaviour. | <ul style="list-style-type: none"> Refresh our Code of Conduct Training to align with the Code of Conduct Standard and establishment of the Safe Place function. | <ul style="list-style-type: none"> Refreshed Code of Conduct Training has been delivered to 85.5% of our people. The <i>Fostering Respectful Team Environments</i> continues to be delivered and tracked with 41 participants attending between January to June 2022. |
| <ul style="list-style-type: none"> Increasing the numbers of people stepping up as bystanders or upstanders 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"> Execute the 2021-22 Communications Plan, including a focus on bullying, harassment, sexual harassment and discrimination . Review the effectiveness of the Strengthening a Culture of Respect and Engagement (SCORE) program. | <ul style="list-style-type: none"> Communications regarding bullying, harassment, sexual harassment and discrimination continue to be distributed via staff engagement channels, including the <i>Workplace</i> platform. A review of the SCORE Program was completed in early 2022. The program continues to be available for workgroups to undertake on a by request basis. <i>Deepening Awareness, Respect and Engagement</i> (DARE) program was launched in April 2022 with very favourable feedback from the 31 participants. This targeted program focusses on core elements of respectful behaviours in the workplace and is a more scalable option compared to SCORE. An additional DARE program is scheduled for 40 participants in July 2022. |
| | <ul style="list-style-type: none"> Review all our People documentation with a view to refresh them with more inclusive language. | <ul style="list-style-type: none"> People documentation review activities are on track in line with the documentation review plan. |
|  | <ul style="list-style-type: none"> Introduce the Living the Values Program to strengthen employee recognition. | <ul style="list-style-type: none"> The <i>Living Our Values</i> program has been launched. To date 166 team members have been recognised for <i>Living our values</i>. |

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 June 2022) |
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| <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"> Implement the recommendations arising from the Safe Place post implementation review (PIR). Build a trusted Employee Support Team to deliver human-centred frontline HR services. | <ul style="list-style-type: none"> All recommendations from the Safe Place PIR have implemented. The Employee Support team is established and being actively promoted across our frontline workforce. Process review complete to ensure alignment between supporting functions (Safe Place, Workers Compensation and Employee Support) and a seamless experience for our people. |

ACTION PILLAR 4: DIGNITY, INCLUSION AND SAFETY AT WORK

| CULTURE REVIEW ACTION PILLAR RATIONALE | 2021-22 PEOPLE PLAN INITIATIVES | PROGRESS (as of 30 June 2022) |
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| <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"> Deliver inclusive facilities program of work including 18 parent and reflection rooms and three personal facilities at ARFF locations. | <ul style="list-style-type: none"> 14 out of 18 Parent Reflection Rooms now complete with remaining 4 online in next 6 weeks plus 7 ARFFS personal facilities upgrades now complete with minor defects outstanding |
| | <ul style="list-style-type: none"> Review our talent acquisition model and develop broader attraction strategies to drive diversity across operational workforces. | <ul style="list-style-type: none"> ATC and ARFFS attraction and selection strategies implemented and delivering increased applicant diversity. A review is underway to further enhance our approach for FY2023. |
| | <ul style="list-style-type: none"> Refine the operation of the Cultural Reform Board (CRB), including formal review of the Terms of Reference. | <ul style="list-style-type: none"> The CRB Charter was endorsed and finalised in April 2022. The CRB has coordinated an EOI process for new members to join the Board. New appointments will be confirmed in August. |
| | <ul style="list-style-type: none"> Empower employee networks to design and deliver initiatives supporting our Diversity & Inclusion agenda across Indigenous, LGBTIQ and Female employees. | <ul style="list-style-type: none"> 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. |
| | <ul style="list-style-type: none"> Review our flexible work practices to gauge employee experience and alignment to inclusion at work. | <ul style="list-style-type: none"> Flexible work review in planning phase. |
| | <ul style="list-style-type: none"> Refresh our revised mental health and wellbeing plan. | <ul style="list-style-type: none"> Targeted initiatives delivered in Q3 focussed on promotion and awareness of health and wellbeing services. The Peer Assistance Network has been developed and is scheduled for launch in mid 2022 Post-implementation review of our technology-based wellbeing application is underway. |

ACTION PILLAR 5: MONITORING AND EVALUATION

| CULTURE REVIEW ACTION PILLAR RATIONALE | 2021-22 PEOPLE PLAN INITIATIVES | PROGRESS (as of 30 June 2022) |
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| <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"> Conduct a quarterly People Engagement Survey and support leaders and teams to identify meaningful actions for implementation. | <ul style="list-style-type: none"> Quarterly people engagement survey in place, with engagement action plans underway. An improvement plan is being developed with a focus on participation rates and our engagement score. |
| | <ul style="list-style-type: none"> Continue to report key lead and lag performance metrics to Board and Executive, in alignment with our People Plan pillars and metrics. | <ul style="list-style-type: none"> Key lead and lag performance metrics continue to be reported to Board and Executive. |
| | <ul style="list-style-type: none"> Undertake a follow-up independent review of Culture at Airservices. | <ul style="list-style-type: none"> In June 2022, EB&Co. were commissioned to undertake a follow up culture review. Work is schedule to commence in September 2022. |