Appendix D: Our equity and diversity approach

We are committed to having a genuinely inclusive workforce that fosters diversity and supports our workers' physical and psychological safety. To innovate in a rapidly changing environment, we need people with different genders, backgrounds, cultures and work and life experiences across all areas of our business support our ability to anticipate and respond to change.

As a Commonwealth authority employer, we are bound by the:

- *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*

- *Human Rights Commission Act 1986*

- *Racial Discrimination Act 1975*

- *Sex Discrimination Act 1984*

- *Disability Discrimination Act 1992*

- *Age Discrimination Act 2004.*

The table below is the annual programme report in accordance with the requirements set out in section 6 of the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987 (Cth) (EEO Act).*

Table 5: Equity and diversity reporting

EEO Act (1987)	2018–19 activities
Informing employees—S.6 (a) Without limiting the generality of the definition of program in subsection 3(1), the program of a relevant authority shall provide for action to be taken: • to inform employees of the contents of the program and of the results of any monitoring and evaluation of the program under paragraph (h).	Our *Inclusive, Healthy and Supported Workforce* pillar in our People Strategy reflects our commitment to having a genuinely inclusive workforce that fosters diversity. Our dedicated *Inclusion and Support* intranet site is available to all employees, supports our people with information about the work program and progress of our whole-of-enterprise Diversity and Inclusion Council, as well as providing latest thinking on a range of diversity and inclusion topics and opportunities for professional development and networking. In addition, we embed core organisational messages about our diversity and inclusion agenda in: • staff induction, mandatory training and other development activities available to employees • communication about internal and external awareness events conveying important messages on inclusion, support and diversity • our annual report and quarterly workforce report accessible to all employees.

EEO Act (1987)	2018–19 activities
Conferring responsibility—S.6(b) To confer responsibility for the development and implementation of the program (including a continuous review of the program), on a person or persons having sufficient authority and status within the management of the relevant authority to enable the person or persons properly to develop and implement the program.	Our Chief Executive Officer and Executive hold overall accountability for our Diversity and Inclusion Action Plan, with regular reporting aligned to our *Inclusive, Healthy and Supported Workforce* pillar in our People Strategy. Our Diversity and Inclusion Council, comprised of representatives from across the organisation, sets our direction for diversity and maintains oversight of initiatives within and progress against our Diversity and Inclusion Action Plan. The council meets monthly with regular engagement with our Chief Executive Officer and Executive Committee about implementation of the Action Plan. All our employees have a responsibility to ensure their behaviour complies with the Airservices Code of Conduct, which sets the standard for treating staff with dignity, respect, courtesy, fairness and equity at all times.
Consultation with trade unions—S.6 (c) To consult with each trade union having members affected by the proposal for the development and implementation of the program in accordance with this Act. **Consultations with employees—S.6 (d)** To consult with employees of the relevant authority, particularly employees who are women or persons in designated groups	We consult with our employees and their representative organisations prior to the implementation of new policies and procedures relating to employment matters. These organisations are Professionals Australia, Communications, Electrical and Plumbing Union, Civil Air, Community and Public Sector Union and the United Firefighters Union. Our National Consultative Council provides a mechanism for ensuring ongoing dialogue about specific employee related issues with our employee organisations. Our senior leaders regularly consult with all our employees as appropriate through regional site visits, group meetings, newsletters and videos. In addition, our Diversity and Inclusion Council provides a key avenue for consultation with employees about diversity and inclusion matters. Council members are representative of our broader workforce and are supported by a Diversity and Inclusion Network of employees who are active in identifying matters that should be considered in the development of diversity and inclusion initiatives.
Collection of statistics—S.6 (e) For the collection and recording of statistics and related information concerning employment by the relevant authority, including the number of, and the types of jobs undertaken by, or job classifications of: (i) employees of either sex (ii) persons in designated groups.	Please refer to Tables 7–13 for more information on our employee diversity profile, including staff numbers by gender, demographic groups and by job family. In addition to capturing demographic data through our Human Resource Information Management system, we collect attitudinal data on perceptions of diversity and inclusion practices through our employee surveys.

EEO Act (1987)	2018–19 activities
Consideration of policies, examination of practices—S.6 (f) To consider policies, and examine practices, of the relevant authority, in relation to employment matters to identify: (i) any policies or practices that discriminate against women or persons in designated groups (ii) any patterns (whether ascertained statistically or otherwise) of lack of equality of opportunity in respect of women or persons in designated groups.	Following a major people documentation review in 2017–18, in 2018–19, we have continued to iterate our guidance and processes to maintain inclusive, fit-for-purpose and contemporary working principles, processes and standards. This includes the introduction of paid and unpaid Domestic and Family Violence Leave to support our people with time off for seeking medical and legal assistance, attending court appearances, counselling, relocation or to make other safety arrangements associated with domestic and family violence.
Setting objectives and selecting indicators—S.6 (g) To set: (i) the particular objectives to be achieved by the program (ii) the quantitative and other indicators against which the effectiveness of the program is to be assessed.	To be successful over the long-term, we are being systematic about ensuring that we have the right people with the right skills in the right location at the right time and working in the right ways to deliver on our service objectives. Our *People Strategy (2017—2025)* supports the development of a future-proofed, resilient and fit-for-purpose workforce by presenting an enterprise view of workforce drivers, issues and strategies with broad and long-term significance and a governance model for monitoring our progress. Our Diversity and Inclusion Action Plan and our Reconciliation Action Plan are deliverables under the *Inclusive, Healthy and Supported Workforce* pillar of People Strategy.
Monitoring and evaluation—S.6 (h) To monitor and evaluate the implementation of the program and: (i) to assess the achievement of those objectives; and (ii) to assess the effectiveness of the program by comparing statistics and information collected and recorded under paragraph (e) with the indicators against which the effectiveness of the program is to be assessed.	Under our People Strategy governance model, we have a program of regular reporting to our Executive and Board on diversity and inclusion matters, including quantitative and qualitative indicators of progress. This includes our Inclusion Index, a key performance indicator in our Corporate Plan.

Enquiries and complaints

The number of complaints and enquiries, which may include equity and diversity, for the reporting period are shown in Table 6.

Table 6: Enquiries and complaints 2014—2019 (may include equity and diversity)

	2014–15	2015–16	2016–17	2017–18	2018–19
Employee numbers	4493	4468	3711	3534	**3584**
Ethics Hotline enquiries[1]	2	5	8	4	**6**
Ethics Hotline disclosures[2]	16	16	12	11	**24**
Formal complaints[4]	40	18	-	-	**-**
	4 [4]	27 [4]	6	2	**0**

1. These relate to all enquiries received through the Ethics Hotline, which may include equity and diversity.
2. These relate to all formal disclosures received through the Ethics Hotline which may include equity and diversity.
3. These complaints were made via the Fair Treatment Review System.
4. Prior to 2017–18, these related to complaints reported via the Process Review Procedure where an individual believes that an Airservices system, policy, or procedure has been applied incorrectly as well as any complaints that were escalated to the Grievance Board. From 2017–18, it includes only complaints presented to the Grievance Board.

Progress update on Diversity and Inclusion activities

We are committed to a genuinely inclusive workforce that fosters diversity and supports our workers' physical and psychological safety. To innovate in a rapidly changing environment, we need people with different genders, backgrounds, cultures and work and life experiences across all areas of our business to support our ability to anticipate and respond to change.

In 2018–19, we made significant progress on a broad range of key actions including:

- increasing our leaders' capacity to build a shared social identity within their teams in ways that value diversity and promote inclusiveness through our *Leading Inclusive Teams* program

- showcasing stories of our people and promoting best practice as part of our diversity and inclusion campaign

- driving continued awareness and adoption of flexible work benefits

- embedding regular unconscious bias training into our learning and development curriculum

- establishing business-owned gender targets within our core operational workforce segments and senior leadership

- elevating our career profile with a diverse pool of potential applicants through *Women in Air Traffic Control Career Information Sessions*, our *Stay Fit, Save Lives* campaign for aviation firefighter recruits, and representation at the *Women in Aviation/Aerospace Summit*

- hosting Dr Anita Heiss, a Wiradjuri woman, contemporary Australian author Indigenous Literacy Day Ambassador and Professor of Communications at the University of Queensland as part of events to celebrate National Reconciliation Week.

To support contemporary practice and ensure our employees and leaders are able to access the latest thinking on diversity and inclusion, we have continued our membership with Diversity Council Australia – an independent not-for-profit peak body leading diversity and inclusion in the workplace.

Diversity profile

Our diversity profile has remained relatively stable over the past five reporting periods.

There has been a slight increase in the percentage of Aboriginal and Torres Strait Islander employees to 1.7 per cent. This includes new employees as well as existing employees who have now chosen to self-identify as Aboriginal and Torres Strait Islander People.

There has been a slight decrease in the number of people from Culturally and Linguistically Diverse backgrounds to 6 per cent. Women in the workforce has increased to 17.7 per cent, with women in leadership sitting at 21.3 per cent.

A significant proportion of our workforce is mature-aged with 45.9 per cent of employees aged 45 or over.

Table 7: Representation of designated groups in overall headcount 2014—2019

Designated groups*	2014–15	2015–16	2016–17	2017–18	2018–19
Indigenous Australians	1.1%	1.2%	1.4%	1.6%	**1.7%**
People with a disability	1.1%	1.1%	0.8%	0.9%	**0.7%**
People from a culturally or linguistically diverse background	6.7%	6.8%	6.5%	6.3%	**6.0%**
Female employees	19.3%	19.3%	16.9%	16.9%	**17.7%**

* Note that disclosure is voluntary and not all staff provide equity and diversity data for these groups.

Table 8: Employees in diversity groups by job role classification at 30 June 2019*

Job family	Aboriginal and Torres Strait Islander	CALD	Disability
Air Traffic Management	10	57	9
Aviation Rescue Fire Fighting	36	12	2
Engineering	0	29	2
Technical & Trade	3	32	4
Information & Communications Technology	2	18	0
Enabling Professions	9	57	7
Senior Leadership	2	11	0
Total by diversity groups	**62**	**216**	**24**
Percentage of workforce	**1.7%**	**6.3%**	**0.7%**

* Personal information, as recorded in the Airservices HRIS, is treated confidentially according to the *Privacy Act 1988*.

Table 9: Gender by job role classification as at 30 June 2019

Job family	Female by percentage	Female by number	Male by number
Air Traffic Management	14.7%	200	1162
Aviation Rescue Fire Fighting	3.6%	31	827
Engineering	15.2%	25	140
Technical & Trade	6.3%	17	256
Information & Communications Technology	18.3%	20	89
Enabling Professions	47.4%	305	338
Senior Leadership	21.3%	37	137
Total by gender	**17.7%**	**635**	**2949**

Table 10: Employee age profile at 30 June 2019

Age range	Under 25	25–34	35–44	45–54	55–64	65+
Number of employees	59	829	1051	1001	591	53
Percentage of employees	1.6%	23.1%	29.3%	27.9%	16.5%	1.5%

Table 11: Average retirement age

Data at 30 June 2018	2014–15	2015–16	2016–17	2017–18	2018–19
Average Retirement Age	61.1	60.9	61.9	61.0	**61.3**

Table 12: Part-time employees by age bracket

Flexibility	Under 25	25–34	35–44	45–54	55–64	65+	Total
Permanent part-time	0	24	52	61	49	7	**193**
Temporary part-time	0	1	3	1	0	0	**5**
Casual	4	0	0	0	4	5	**13**

Table 13: Employee location

	Male				Female				
	Full-time	Part-time	Casual	Total Male	Full-time	Part-time	Casual	Total Female	Total
NSW	309	13	4	326	24	9	0	33	**359**
Qld	941	26	3	970	137	28	2	167	**1137**
SA	100	2	0	102	7	2	0	9	**111**
Tas	67	0	0	67	3	0	0	3	**70**
Vic	805	26	2	833	149	38	0	187	**1020**
WA	252	0	0	252	16	2	0	18	**270**
ACT	311	5	0	316	168	47	2	217	**533**
NT	83	0	0	83	1	0	0	1	**84**
Total	**2868**	**72**	**9**	**2949**	**505**	**126**	**4**	**635**	**3584**