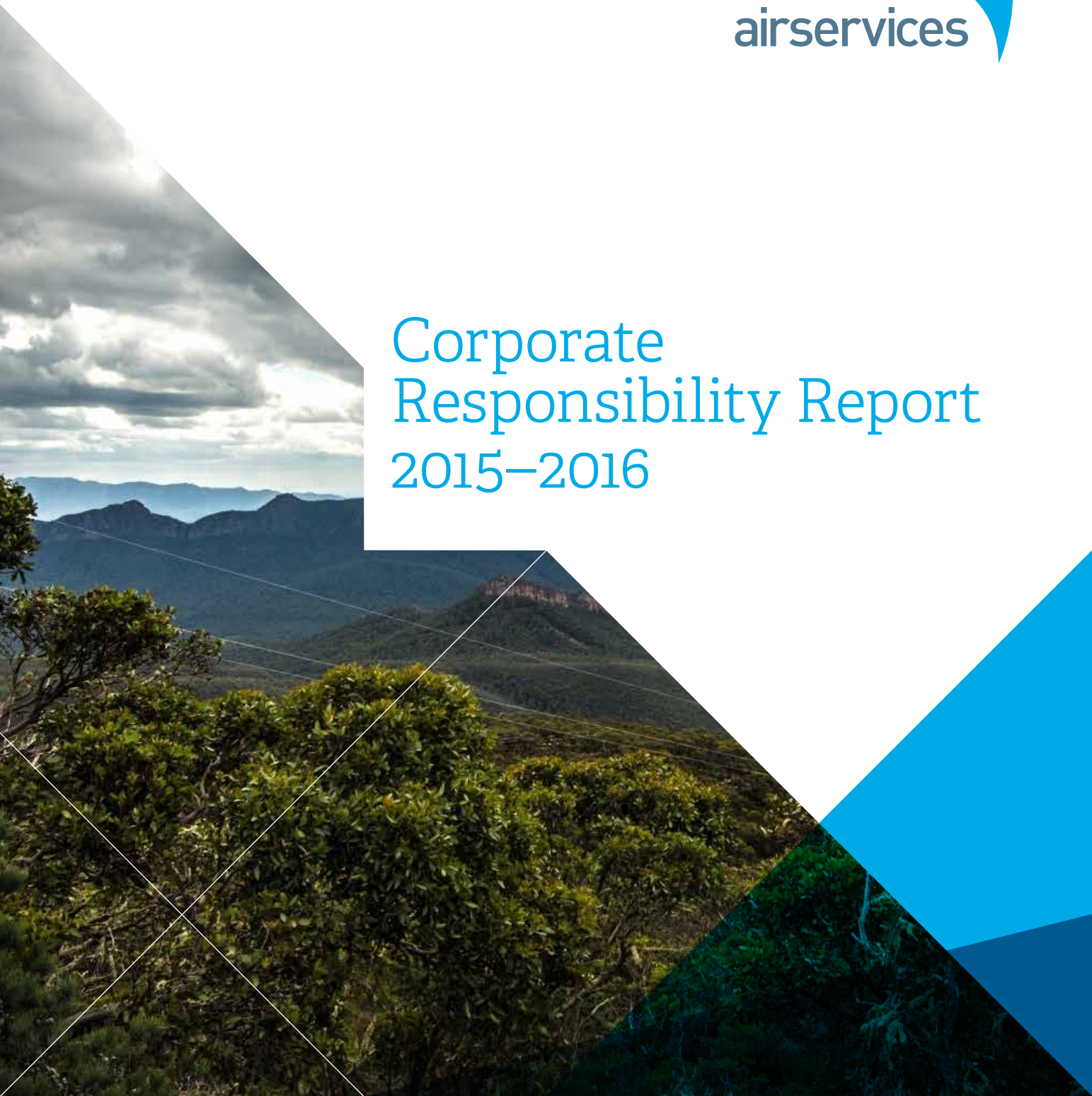




# Corporate Responsibility Report 2015–2016





# Contents

Overview	3
Chief Executive Officer Statement	4
Air Navigation Service Delivery	6
Aviation Rescue Fire Fighting	12
Corporate Footprint	14
Our People	16
Contributing to the Community	18

# Overview

Airservices plays an integral part in the Australian aviation landscape. We understand our role in safeguarding the future of aviation, and value the importance of performing as a sustainable organisation.

Our commitment to sustainability is clearly expressed in our Environment Strategy (2014–2019). This Strategy encapsulates our vision and commitment to achieve excellence in environmental management and our efforts to achieve a neutral impact on the environment whilst we work to remove, as much as possible, constraints on aircraft operations.

We are committed to an open and transparent relationships with our customers and stakeholders. This corporate responsibility report, our first, enhances this transparency, and aims to provide us with further impetus

to improve our operations to benefit our customers, those who live in communities surrounding airports, the flying public and not least the those who work for Airservices.

In preparing this report, we have focused not only on our environmental performance and the impact of our operations, but also our social and community responsibilities.

# Chief Executive Officer Statement

As the provider of air navigation and aviation rescue and fire fighting services for over 11 per cent of the world's surface, we can have a significant influence on the safety and sustainability of the Australian aviation industry.



The safety of our services are, and will continue to be our first priority. It is also critically important that Airservices delivers increased flight path efficiency as this reduces fuel and maintenance costs to our customers, contributing to their environmental and commercial sustainability.

In efforts to assure that we address our customers' needs and help them succeed, in the 2015–16 financial year, the organisation committed to a new operating model. The model aims to improve the efficiency and effectiveness of our internal operations and service delivery areas, and improve our ability to measure the impact of our services on the environment. With a clearer appreciation of these impacts, Airservices, will be in a better position to drive collaborative and innovative solutions with our customers and stakeholders and lay the foundation for improved environmental sustainability.

In addition to flight efficiency, we are cognisant that for aviation to maintain its growth trajectory, we must work with our aviation stakeholders to minimise noise impacts on communities surrounding the airports we service.

Our people are critical to our success and have high levels of commitment to all aspects of our industry, its history and the community in which they work. We will continue to support our highly trained workforce and endeavour to ensure that the diversity of our workforce is a reflection of the broader Australian society.

As our first corporate responsibility report, I hope the information contained within, provides an insight into our environmental performance and our future aspirations.

**Jason Harfield**

Chief Executive Officer

# Air Navigation Service Delivery

Airservices has a strong reputation for delivering safe and efficient air navigation and aviation rescue and fire fighting services.

The success behind this reputation is our motivation to ensure our service delivery across these two areas is the best it can be.

We take pride in our ability to implement programs which contribute to the success of our customers whilst ensuring we act as a good neighbour.

We are committed to supporting the Australian (and international) aviation industry in meeting its ambitious targets of global annual average fuel efficiency improvement of two per cent until 2020 and carbon neutral growth from 2020 (International Civil Aviation Organization).

Our intent is to deliver and facilitate services which are safe, clean and quiet.

## SAFETY

The safety of those who use our services is our priority and reflected in our culture, our approach to safety and its management, and our performance.

On an annual basis, we participate in an Air Navigation Service Provider (ANSP) international benchmarking assessment, coordinated by the Civil Air Navigation Services Organisation (CANSO). Over the years, Airservices has performed well when compared to other ANSP's in relation to rates of occurrences attributed to our service delivery. We continually strive to identify areas of improvement in current performance (see Case Study 1) and the means by which the safety of future service delivery can evolve.

Accessibility of our services is key to the safety of our customers and the flying public. As our performance in 2015–16 demonstrates, we provide a reliable and resilient service which reflects the integrity of our system's architecture and the agility of our staff to respond in cases of system degradation.

Our approach to the management of our safety obligations is continually refined to assure that we meet the needs and demands of our customers and flying public. Airservices Safety Management System (SMS) is benchmarked against an international standard promoted by Civil Air Navigation Services Organisation (CANSO). The CANSO standard places additional requirements on the organisation beyond those of Airservices domestic regulator (Civil Aviation Safety Authority) and the International Civil Aviation Organization (ICAO). The maturity of our SMS was assessed as being in the top quartile of the over 70 ANSPs who participated.

 **152** MILLION PASSENGERS  
(BITRE 2017)

 **4** MILLION AIRCRAFT MOVEMENTS

 **0** AIRCRAFT IN CRITICAL PROXIMITY

 **1** ATS ATTRIBUTED RUNWAY INCURSIONS  
(ICAO CLASS A & B)

 **0** SIGNIFICANT OUTAGES IN ANS

 **TOP 25%** SAFETY SYSTEM MATURITY

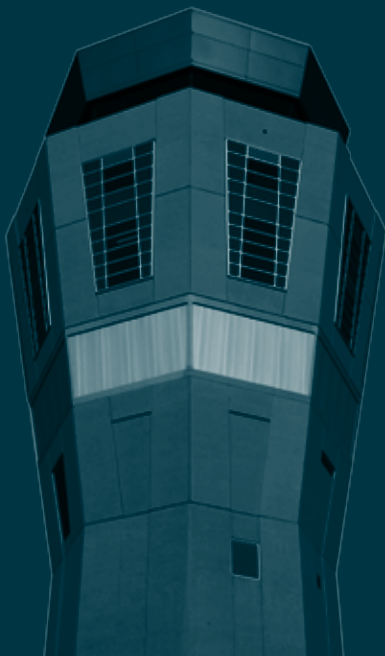
## Case Study 1

### ADDITIONAL ADS-B SITES IMPROVE SURVEILLANCE

Airservices was a pioneer in the use of Automatic Dependent Surveillance-Broadcast (ADS-B) as a means of providing cost-effective surveillance over the Australian continent. ADS-B is a system in which electronic equipment on board an aircraft automatically broadcasts the precise location of the aircraft via a digital data link. Dedicated ADS-B ground stations receive the broadcasts and relay the information to air traffic control for precise tracking of the aircraft. The data can also be used by other aircraft to show the aircraft's position and altitude on display screens without the need for radar

As numbers of aircraft increase and airlines seek to operate the most efficient routes, additional ground station sites have been added.

In the 2015–16 financial year, 10 sites were added to our extensive ADS-B network, thereby improving accuracy in aircraft position, delivering greater access to control tools and automated safety nets in areas where surveillance was previously not available. New sites have also increased the resilience of our service delivery by providing additional capacity in the event of radar failure.



## EMISSIONS

While the direct impact of Airservices operations is relatively small, our influence on aircraft greenhouse gas emissions is viewed to be our single biggest opportunity to help reduce the industry's contribution to climate change.

Reducing flight time and optimising flight trajectories allows fuel burn savings which has both a commercial and environmental benefit to our customers (see Case Study 2).

We have heeded the adage that you cannot manage that which you cannot measure, and have invested effort and resources into developing a flight efficiency modelling and

analysis capability. The development of our model has been undertaken in concert with our major airline partners, who have contributed significantly to the validation process, through the Modelling Air Transport Efficiency (MATE) project.

Our cutting-edge efficiency framework, accurately estimates air traffic management (ATM) system inefficiencies, and the effect these have on aviation fuel consumption and emissions. Using this framework, we can measure the difference in flight time, fuel, carbon dioxide emissions and track miles between what was planned and what was actually flown.

Since 2013, there has been a downward trend in ATM attributed CO2 emissions despite increases in flights through the Australian Flight Information Regions (FIR), on what was already a very low base. In 2015-16, the differential between planned versus actual flight trajectories resulted in an increase in CO2 emissions of only 0.6%. This result demonstrates the base efficiency of our network, but we recognise that we can always improve. Our Future Airspace Strategy provides the agreed framework by which Airservices and our customers will deliver further flight efficiency and predictability.



0.6%

ADDITIONAL  
CO2 EMISSIONS  
IFR AIRCRAFT



5500

METRIC TONNES  
OF FUEL



17400

TONNES OF CO2



## Case Study 2

### USER PREFERRED ROUTES

A User Preferred Route (UPR) is a flight plan produced by the airline, which aims to capitalise on the prevailing meteorological conditions, the aircraft weight and flight characteristics, time of flight and fuel costs. Airservices has been working with the airlines to facilitate the delivery of UPRs.

As an example, since October 2013 all flights transitioning through Airservices monitored airspace over the Indian Ocean have opportunities to fly a UPR instead of fixed airways routes. During this time, our customers have saved over 5500 metric tonnes of fuel and 17,400 metric tonnes of CO2 in

just one segment of our extensive airspace. Such savings equate to taking 3675 cars off the road, or more than 1000 return flights for a Boeing 737 between Melbourne and Sydney.

We continue to work with the airlines to lift the number of aircraft which have access to UPRs. In 2016, this number was calculated as seven percent of all Instrument Flight Rules flights. In concert with this work, we are also working to enact Dynamic Airborne Reroute Procedures (DARP) which will enable airlines to make mid-flight modifications to their trajectory due to changes in flight conditions or operational requirements.



### FUTURE PLANS

Long range Air Traffic Flow Management (ATFM) provides Airservices and the aviation industry the opportunity to advance our ATFM capability to integrate and regulate long range international aircraft into domestic ground delay programs. The benefits to our customers include greater network predictability, and financial and environmental savings through reduced fuel burn from transferring airborne delay to ground delay. The ultimate goal will be to enable full regional integration.

## NOISE MANAGEMENT

Aircraft noise is the most prominent and noticeable environmental impact of aviation. As the industry continues to grow, there is an increasing expectation on Airservices and our aviation partners to manage the impact of aircraft noise. This objective can only be achieved through transparent and collaborative engagement with airports, airlines, Government, regulatory bodies and the communities living near airports.

Airservices Commitment to Aircraft Noise Management articulates the principles on which we will address this issue now and in the future. As part of our commitment we seek to minimise, and where possible reduce the impact of aircraft noise (see Case Study 3). We undertake rigorous assessments in our effort to determine the most appropriate aircraft flight paths—subject to constraints such as the runway configuration of airports, geography and weather—and take a strategic approach to reducing aircraft noise impacts on communities.



94

COMMUNITY AVIATION  
CONSULTATION  
GROUPS ATTENDED



100%

NOISE COMPLAINTS AND  
ENQUIRIES RESPONDED  
TO WITHIN 21 DAYS



26

STRATEGIC NOISE  
IMPROVEMENTS  
INVESTIGATED



8

STRATEGIC NOISE  
IMPROVEMENTS  
IMPLEMENTED

## Case Study 3

### **CHANGE TO DEPARTURE FLIGHT PROCEDURES AT CANBERRA AIRPORT TO AVOID CURRENT AND FUTURE RESIDENTIAL AREAS**

Jet aircraft departing from Runway 35 at Canberra Airport were required to turn left on reaching 7000 feet in accordance with Canberra Noise Abatement Procedures. Due to their different climb performance, some aircraft turning at 7000 feet tracked over residential areas in the north-west of Canberra.

Airservices, together with Canberra Airport and the Community Aviation Consultation Group, implemented a change that established a new fly-over waypoint which aimed to direct flights away from residential to semi-rural areas, providing a reduction in aircraft noise to the Gungahlin community.

The change was positively received by the community as it provides not only a reduction in aircraft noise for current residential areas to the north west of Canberra, but a safeguard to future residential developments in the area.



### **FUTURE PLANS**

Aircraft which are able to access satellite-assisted navigation achieve greater accuracy than those using conventional navigation means. This technology makes air travel safer, cleaner and more dependable and also has the potential to improve noise outcomes for communities living close to airports. Satellite-assisted navigation 'Smart Tracking' procedures will be updated at Melbourne, Canberra, Adelaide, Cairns, Darwin and Broome airports to enable a wider range of aircraft to access these procedures.

# Aviation Rescue Fire Fighting

## SAFETY RESPONSE

Our Aviation Rescue Fire Fighting (ARFF) service is one of the world's largest with more than 900 operational and support personnel based around Australia. We provide firefighting and rescue services at 26 of Australia's busiest airports.

Our primary function is to rescue people and protect property from an aircraft that has crashed or caught fire during take-off or landing, to control and extinguish fire, respond to calls for first aid and protect people and property on the airport in general. In 2015, we responded to 7065 aircraft and airport emergency assistance requests nationally.

Our operating statistics in 2015–16 reflect almost perfect levels of operational preparedness and response.



# 99.94%

TIME THAT ARFF  
SERVICES WERE AVAILABLE



# 99.78%

MEETING THREE MINUTE  
REGULATORY RESPONSE TIME



# 9

LIVES SAVED



# 3928

FIRST AID RESPONSES



# 395

AIRCRAFT RESPONSES



# 2742

BUILDING RESPONSES

## Case Study 4

### AVIATION RESCUE AND FIRE FIGHTING: COMMUNITY ENGAGEMENT PROGRAM

Our ARFF service connects with major metropolitan areas, regional towns and local communities.

This year, as part of our community engagement and awareness program, ARFF introduced new signage (including high visibility markings) to make its ultra-large fire vehicles more recognisable as an emergency services vehicle. This activity provided education to assist the community identify our vehicles and understand the critical safety role Airservices aviation rescue fire fighters undertake on behalf of the community.

Over the past two years we have attended more than 250 community events, conducted media activities and worked with our state and territory counterparts as part of the awareness program.

ARFF also works with local Indigenous communities in locations such as Broome and Townsville. ARFF Broome continue to support the local Indigenous community. The Djarindjin Airstrip, 200 kilometres north of Broome in Western Australia, is managed by Broome International Airport along with Djarindjin ground crew. It is mainly used as a re-fuelling service for heavy helicopter operations for the industry and as an access point to remote communities for the Royal Flying Doctor service. To support this

activity, ARFF Broome developed a specialised training package for the Djarindjin ground crew.

In Townsville, ARFF works closely with Indigenous school students as part of the Learn Earn Legend program. The program is an Australian Government initiative that supports young Aboriginal and Torres Strait Islander peoples to stay at school, get a job and be a legend for themselves, their family and community. ARFF Townsville hosts regular student visits to the airport fire station with our staff conducting regular career talks within local schools.



### FUTURE PLANS

Current fire stations will be rated and benchmarked using Australian Green Star rating to ensure future fire stations are constructed at a higher standard. Opportunities for cost and environmental efficiency include improved recycling of water through the Station and training grounds, reuse of water expelled from fire vehicles during daily pump tests and training ground activities improved functionality of power utilisation within all building structures (including mechanical workshops), and consideration for solar and wind for power generation.



# Corporate Footprint

## FACILITIES

Airservices has a vast geographic footprint as we are responsible for 739 sites across Australia and the surrounding Islands. Sites include, fire stations, navigational aids, radar facilities and control towers. Some of the buildings at these sites have been listed on the Commonwealth Heritage Register, whilst others are located in areas recognised for their unique biodiversity and fragile ecosystems. As such, we are cognisant of the need to minimise, where ever possible, the impact of our operations on the environment whilst reducing our consumption of natural resources (see Case Study 5). We also need to actively respond to past contamination of the land of which our facilities are located (see Case Study 6).

We have established reasonable mechanisms for collecting sustainability performance data across our business, however, given the age of some of our facilities, our abilities to actively monitor water and electricity use is compromised. We are committed to improving the mechanisms to further improve data collection and a renewed focus on asset management and business efficiency will assure that we are able to deliver improvements in this area of our business for more comprehensive reporting.

In 2015, we commenced a new national waste contract, which will allow us to more accurately monitor and report electricity, water and waste data in the coming years.

## Case Study 5

### **WORKING IN ENVIRONMENTALLY SENSITIVE HABITATS**

A green-field site was selected for the deployment of a transportable radar to provide surveillance coverage whilst another facility was being upgraded. As the site contained a variety of endangered flora, a clearing permit under the *Nature Conservation Act 1992* was applied for, pursuant to Part 13 permit under the EPBC Act. Various activities were undertaken to reduce the environmental footprint of the project and rehabilitation was undertaken after the removal of the equipment. The ecosystem is now able to naturally re-generate without further support. Lessons learned from the project have been shared and transferred to other projects.



## Case Study 6

### **RESPONDING TO HISTORICAL CONTAMINATION**

Since Airservices became aware in the early 2000s, we have been actively and responsibly managing issues arising from the use of firefighting foams containing perfluorinated compounds (PFCs).

In 2016, we submitted evidence to a Senate Enquiry and in its report the committee noted its satisfaction with the proactive approach taken by Airservices. The committee congratulated Airservices for implementing a range of early investigative and intervention practices, as well as its research and development program with industry to better understand the behaviour of PFCs in the environment. It is expected the program will assist in establishing screening criteria, and in the development and trialling of treatments to remove PFCs from impacted materials.

### **FUTURE PLANS**

Assets and projects are core to how we deliver existing and new services to customers and contribute a significant amount to our costs. We need to be efficient in both. Over the next 12 months, we will introduce a consistent, disciplined and commercially responsible approach to assets and managing our use of natural resources.



## Our People

### INVESTING IN THE FUTURE

The success of Airservices is built on the performance and capabilities of our workforce. As a knowledge-based organisation with highly-skilled workforce operating in an increasingly advanced technological environment, we need a workforce which is agile and committed to customer delivery.

Given the high levels of competency required by our front line service delivery and support staff, Airservices invests significant resources in training and development. Furthermore, substantial

effort has been invested to deliver employment avenues which aim to increase the ethnic diversity, promote Airservices as an employer of choice for those from an indigenous background, and expand representation of females in our key operational and technical professions (see Case Studies 7 and 8).

The organisation also recognises that without a high performing leadership group, we will not meet our aspirational goals (see Case Study 9).

 79

NEW AIR TRAFFIC  
CONTROLLERS

 34

NEW AVIATION RESCUE  
FIRE FIGHTERS

 12

NEW SYSTEM  
TECHNICIANS



## Case Study 7

### **ATTRACTING FEMALE ENGINEERS**

In 2015, Airservices commenced an Engineering Cadetship Program for Women, which was designed to recruit female engineering university students. These students commence with Airservices as cadets through a flexible work arrangement for the duration of their studies and progress to full-time, permanent employment upon successful completion of their cadetship. The initial intake of three cadets are now working in various areas of the organisation and will be joined by further female engineering students in the years to come.

## Case Study 8

### **OPPORTUNITIES FOR THOSE FROM AN INDIGENOUS BACKGROUND**

Airservices Workplace Diversity and Inclusion Strategy through the implementation of its Reconciliation Action Plan provides grassroots level programs such as work experience, school based apprenticeships and traineeships. In addition, it offers cadetships and graduate program participation to create career path opportunities for Aboriginal and Torres Strait Islander peoples. It aims to increase the representation of the first Australian's in our workplace.

During 2015, Airservices employed an Australian School Based Apprentice (an Aboriginal and Torres Strait Islander person), who had completed his Year 12 studies and is now receiving support from Airservices to further his education. In the same year, the Air Traffic Control Group commenced the implementation of an employment pipeline for is Aboriginal and Torres Strait Islander recruits in the National Operations Centre and the National Rostering and Placement unit. These are two of a number of engagement and employment opportunities being implemented at Airservices as part of our Workplace Diversity and Inclusion Strategy.

## Case Study 9

### **IMPROVING THE LEADERSHIP CAPABILITIES OF OUR MANAGERS**

In 2015–16, all senior managers participated, and will continue to participate, in individually designed development programs. These programs are premised on feedback on strengths and opportunities for growth gained from subordinates, superiors and peers. Underpinning the engagement program are key leadership competencies which have been developed based on the latest research and business-thinking.

# Contributing to the Community

## FOSTERING AVIATION

Airservices makes a significant effort to foster aviation within Australia and its surrounding region. Our sponsorship and support programs are extensive (see Case Study 10).

In 2015–16 we sponsored 15 events and supported 18 scholarships, including flight training scholarships to assist young people to complete their training. These scholarships were awarded to candidates in conjunction with Australian Womens Pilots' Association, Royal Federation of Aero Clubs of Australia and Recreational Aviation Australia to help young adults obtain their private or commercial pilot's licence.

Support is provided to a range of organisations including:

- Angel Flight
- Australian Airports Association
- Aviation Careers Expo
- CanTeen
- Regional Association of Aviation Australia
- Royal Aeronautical Society
- Royal Flying Doctor Service
- Safeskies
- Snowy Hydro SouthCare Helicopter

We also played a proactive role in developing the capabilities of our neighboring Air Navigation Service Providers, and provide services in airspace allocated by International Civil Aviation Organization (ICAO) to the Solomon Islands, Nauru and Vanuatu.

## Aviation Heritage

Aviation has been an integral part of Australia's national story. For both city dwellers and those who live in remote and regional communities, aviation has shaped and reflected the cultural and technological history of the 20th century.

Airservices has for many years supported the preservation of Australia's aviation heritage. In particular we have contributed to the Airways Museum, a part of the Civil Aviation Historical Society which aims to preserve the history of Australia's Department of Civil Aviation, its predecessors and successors. We also support the Historical Aircraft Restoration Society as it works to complete its restoration of the Southern Cross.



As we approach the centenary of aviation in Australia, we are keen to lend its contribution to activities which further protect our aviation heritage.

In late 2015, Airservices in conjunction with the University of Canberra, launched a unique web portal that provides access to a digital repository of information. The portal connects users to dispersed aviation heritage collections of objects, artworks and archives, as well as intangible heritage such as people and personalities, oral histories and audio visual material.

## Workforce support for Community Projects

Airservices staff are by nature very generous, and not a week goes by without the contributions of a specific individual or group being brought to the attention of the workplace community (see Case Studies 11 and 12).



4

AUSTRALIA DAY  
MEDAL RECIPIENTS



## Case Study 10

### **WOMEN PILOT SPONSORSHIP**

Every year, four pilots are awarded Airservices-sponsored Australian Women Pilots' Association (AWPA) flight training scholarships valued at \$8000 each. Promoting opportunities for women in aviation is just one way by which Airservices demonstrates its commitment to supporting diversity within the industry.

## Case Study 12

### **RESPONDING TO NATURAL DISASTERS**

On 20 February 2016, Fiji was devastated by category 5 Cyclone Winston, which had a wind speed of up to 315km/hr and was recorded as the strongest Southern Hemisphere Storm in history. The storm destroyed many houses, schools and other buildings.

In response to this tragedy, Airservices staff in Brisbane worked with a local radio station (Radio Rhythm) to organise a relief package to aid those affected by the cyclone. A staggering amount of useful goods and foods were donated by staff. A team of more than 20 volunteers were needed to help pack up the container, which was shipped to those most in need.

## Case Study 11

### **SUPPORTING HOSPITAL FUNDRAISING**

The ARFF station at Melbourne Airport has a proud history of fundraising for the Royal Children's Hospital Good Friday Appeal, raising more than \$250,000 over the 24 year period. In 2015/2016, the event raised over \$24,500.



[www.airservicesaustralia.com](http://www.airservicesaustralia.com)