airservices australia

Annual Report

2024–25

Artwork from Luke Duffy

Airservices Australia acknowledges the Traditional Owners of Country of the lands on which we operate. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.

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Annual performance statement

Airservices Australia, as a corporate Commonwealth entity, presents its 2024–25 annual performance statement as prepared in accordance with section 39 of the *Public Governance Performance and Accountability Act 2013* (Cth).

In accordance with section 16F of the *Public Governance Performance and Accountability Rule 2014* (Cth), the annual performance statement accurately presents how we have performed against our strategic initiatives and key performance areas in meeting our purpose, as outlined in our 2024–25 Corporate Plan.

Publication contact

Enquiries concerning reproduction rights should be addressed to:

Communications and Media
Airservices Australia

GPO Box 367, Canberra City ACT 2601

T (02) 6268 4111
E communications@airservicesaustralia.com
W www.airservicesaustralia.com

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The Hon Catherine King MP
Minister for Infrastructure, Transport,
Regional Development and Local Government
Parliament House
CANBERRA ACT 2600

Dear Minister,

Airservices Australia Annual Report 2024–25

On behalf of the Board of Airservices Australia, I am pleased to submit to you the Airservices Australia Annual Report for the financial year 2024–25 as required under section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

During 2024–25 we were accountable to the Australian Parliament and to the Australian Government through your portfolio as the Minister for Infrastructure, Transport, Regional Development and Local Government. The Board, as the accountable authority of Airservices Australia, is responsible for preparing and submitting this report to you. The Board endorsed the report at our meeting on 22 September 2025.

The report has been prepared in accordance with the requirements of the *Air Services Act 1995*, the PGPA Act, the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) and other relevant legislation.

This report outlines the achievements and milestones met by Airservices and includes a review of operations and financial statements for the year ending 30 June 2025.

The performance statement has been prepared to demonstrate our performance over the 2024–25 period against the Airservices Corporate Plan. It reports against our key performance measures and initiatives articulated within the Plan. The appropriateness of the performance statement was reviewed by the Airservices Board Audit and Risk Committee at its meeting on 22 September 2025.

In the Board's opinion, the annual performance statements are based on properly maintained records, accurately reflect the performance of the entity, and comply with subsection 39(2) of the PGPA Act and section 16F of the PGPA Rule.

Yours sincerely

Anne T. Brown
Board Chairperson
22 September 2025

Phone: +61 2 6268 4111
Local call (SYD): 1300 301 120
Email: info@airservicesaustralia.com
airservicesaustralia.com

Alan Woods Building, 25 Constitution Ave
Canberra ACT 2600, Australia
GPO Box 367, Canberra ACT 2601
ABN: 59 698 720 886

About us

We are Australia's air traffic management and aviation rescue fire fighting provider operating at 29 air traffic control towers and 27 fire stations across Australia with more than 500 remote and regional sites.

In our vital role we manage 11% of the world's airspace, including the upper airspace for Nauru and the Solomon Islands.

Our people go above and beyond every single day to safeguard lives and livelihoods. **We connect people with their world safely** through our world-class services – linking families and friends, generating economic activity, creating jobs, and facilitating trade and tourism.

Airservices Australia acknowledges the Traditional Owners and Custodians of Country throughout Australia and acknowledges their continuing connection to land, waters, skies and community. We pay our respects to their people, cultures and Elders past, present and emerging.

This map names the Traditional Owner groups for each Airservices site across Australia.

We are committed to reconciliation and continue to build an organisation that is enriched through meaningful collaboration, engagement and alignment with Aboriginal and Torres Strait Islander peoples and with First Nations communities we work with across our vast national footprint.

Legend

- Air traffic towers 29 locations
- Aviation rescue fire fighting stations 27 locations
- Air traffic services centres 4 locations


Nauru and
Solomon Islands
Larrakia (Darwin)
Yidinji (Cairns)
Wulgurukaba of Gurambilbarra and Yunbenun,
Bindal, Gugu Badhun and Nywaigi (Townsville)
Gia (Whitsundays)
Ngaro (Hamilton Island)
Yuwibara (Mackay)
Arrente (Alice Springs)
Daraumbal (Rockhampton)
Bailai, Gurang, Gooreng Gooreng
& Taribelang Bunda (Gladstone)
Pitjantjatjara (Yulara, Ayers Rock)
Gubbi Gubbi/Kabi Kabi (Sunshine Coast)
Jagera (Archerfield)
Turrbal (Brisbane)
Yugambeh of Bundjalung (Gold Coast)
Bundjalung (Ballina)
Gumbaynggirr (Coffs Harbour)
Kamilaroi/Gomeroi (Tamworth)
Gadigal of Eora (Sydney)
Kaurna (Parafield)
Dharawal (Camden)
Dharug & Dharawal (Bankstown)
Kaurna (Adelaide)
Waveroo (Albury)
Ngunnawal (Canberra)
Wurundjeri Woi-wurrung (Essendon)
Wurundjeri Woi-wurrung (Melbourne)
Wadawurrung (Avalon)
Bunurong of Kulin (Moorabbin)
Kanamaluka (Launceston)
Muwinina (Hobart)

Our Culture

We are committed to fostering a collaborative, high-performing, safe and respectful culture, grounded in trust and in service of our people, customers and community.

Our Values

Our values underpin our culture and guide our daily interactions with our customers, communities and each other.

Our purpose

Airservices Australia is a government-owned organisation established by the *Air Services Act 1995* (the Act). We are a designated corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and operate in accordance with the minister's Statement of Expectations and Ministerial Directions.

In simple terms, we exist to connect people with their world safely.

	In accordance with the Act, our key purposes are to:	In fulfilling our purposes in accordance with the Act, we must:
	Provide facilities and services for the safety, regularity, and efficiency of air navigation within Australian-administered airspace.	Regard the safety of air navigation as the most important consideration.
	Promote and foster civil aviation in Australia and overseas.	Where appropriate, consult with government, commercial, industrial, consumer, and other relevant bodies and organisations including the International Civil Aviation Organization (ICAO).
	Carry out activities to protect the environment from the effects of, and the effects associated with, aircraft operations.	As far as practicable, protect the environment from the effects of, and the effects associated with, aircraft operations.

Our customers

Our customers are those who derive value from our services. We have a diverse range of customers and close partners across both airspace and airport operations, and these stakeholders include:

Airspace stakeholders:

- commercial (international and domestic) airlines
- freight services
- general aviation operators
- sports and recreational aviation operators
- military operations
- uncrewed aircraft and air mobility operators.

Airport stakeholders:

- major capital city hubs
- metropolitan airports
- regional airports
- military operations
- remote airfields.

By working closely with our customers and close partners, we ensure the safe, efficient and sustainable management of Australia's airspace and airport operations.

Investing in environment, social and governance (ESG) principles and practices

Our aspiration is to promote an Australian aviation industry that maintains its social licence to operate and where all stakeholders benefit from the value aviation brings to our nation.

As a provider of safe, secure, efficient and responsible services to the aviation industry, we recognise the long-term nature of our responsibilities. We are embedding ESG practices into our ways of working to ensure we act as stewards of the environment and good corporate citizens, with accountable leadership and transparent and robust governance.

Please see the environmental and social section for more details on our environmental sustainability strategy.

Socially aware practices

We foster a respectful, diverse and inclusive workplace that is physically and psychologically safe. We promote reconciliation, and work to prevent any human rights violations, including modern slavery, resulting from our activities. As a key part of the aviation ecosystem, we continue to build partnerships in Australia and abroad.

We recognise that aircraft noise can have a significant impact on communities. We are committed to genuine and transparent engagement with our communities and industry stakeholders to shape sustainable solutions to aircraft noise management.

Good governance

We have a robust corporate governance model with a focus on adapting in response to the evolving obligations and expectations from our owner, our customers and the community.

More information is available at:
airservicesaustralia.com/about-us/our-governance/

Board Chair and CEO's report

The past year has been one of rebuilding for Airservices Australia. Against a backdrop of continued industry recovery and significant financial challenge, we strengthened operational performance, progressed our most important transformation programs, and laid the foundations for the capabilities and services that will support Australian aviation for decades to come.

Our purpose remains constant: we keep the travelling public safe, provide reliable services for our customers and partners, and manage critical national infrastructure in the public interest.

In 2024–25 we achieved 19 of our 25 key performance indicators, or 76%, an improvement on 68% in the previous year. The lift was broad-based across work, health and safety, service delivery and environmental outcomes. It was driven by the professionalism of our people and targeted investment in systems, technology and infrastructure that is now flowing into day-to-day operations. It also demonstrates that the changes we are making are delivering benefits for industry and the community.

We made strong progress on major transformation programs. The OneSKY program advanced ahead of planned milestones, with the Civil Military Air Traffic Management System (CMATS) installed at our Melbourne campus and integrated with live surveillance and flight plan data across more than 80 terminals. A Defence site installation at East Sale is supporting verification for military operations. Software development and testing continues through 2026, followed by operationalisation from 2027. Governance through the Commonwealth Project of Concern process brought all parties together to strengthen alignment on delivery while keeping safety and efficiency front of mind.

We also initiated significant upgrades within our Aviation Rescue and Fire Fighting (ARFF) service through the ARFF NexGen program. Procurement commenced for the first tranche of Ultra Large Fire Vehicles with High Reach Extendable Turrets, with deliveries expected from 2026. We began a long-term program of facility improvements to support the new fleet and modern training, including station rebuilds at Cairns, Mackay and Rockhampton and targeted works at Gladstone, Sunshine Coast and the Melbourne Learning Academy. Planning for these facility works is well advanced, with construction expected to commence in 2026 pending approvals.

Digital modernisation continued across the organisation. We launched Australia's first Airport Collaborative Decision Making system (A-CDM) at Brisbane in May 2025 and Perth in July 2025. Further deployments are planned at Sydney and Melbourne by the end of the calendar year. Early benefits include more predictable operations, reduced taxi times and less apron congestion delivering improved industry On Time Performance. Our air traffic flow management digital twin predictive network planning tool, which allows us to model demand and capacity to reduce delays, delivered measurable operational value, avoiding an estimated $2.6 million in ground delays during the year. The Enterprise Network Modernisation Program has completed 446 site upgrades since 2022, increasing bandwidth, security and resilience to support new services such as CMATS and Western Sydney International Airport.

> Safety remained our first priority. One significant attributable safety occurrence was recorded and our teams responded decisively. We implemented additional risk reduction measures, including procedural refinements and controller tools, to address identified hazards.

Our ARFF service demonstrated readiness and skill throughout the year. Following an aerobatic accident at the Avalon Airshow in March 2025, our crews delivered immediate care to the injured pilot and coordinated seamlessly with other emergency services.

Severe weather remains a defining feature of operations in Australia. In early March we activated our Incident and Crisis Management Teams to prepare for Tropical Cyclone Alfred, working with the Bureau of Meteorology and industry partners to protect service resilience from Coffs Harbour to the Sunshine Coast.

Service performance improved in line with this operational focus. We saw reductions in Airservices-attributable ground delay and cancellations, and we met our targets at Sydney, Melbourne and Brisbane. Perth performance improved although remained just below target at year end. Network-wide resilience was supported by strategic staffing, with 62 additional operational air traffic controllers entering service and a total controller workforce of just over 1,000 full-time equivalent (FTE) roles at the end of the financial year. Notwithstanding, we still need to build resilience through additional staff in key locations and roster practices, and we are continuing to recruit and train new controllers, with an additional 50 anticipated to be endorsed by the end of December 2025.

We also welcomed 90 new fire fighters, bringing our ARFF workforce to 902 FTE roles. We have commenced building our ARFF workforce ahead of the commencement of Western Sydney International airport in 2026.

> During the year, Airservices delivered targeted initiatives that improve performance where it matters most.

At Perth, we worked with the airport and airlines to trial enhanced network management measures which drove a material uplift in on-time performance. Across the network we delivered a range of sustainment initiatives to ensure the ongoing reliability, safety, and performance of our operational systems, reinforcing the resilience of Australia's air traffic management infrastructure.

Our role extends beyond the busiest hubs. Despite some infrastructure delays, we progressed the establishment of approach and aerodrome control services at Ballina, received Parliamentary Standing Committee on Public Works approval for related program works, and maintained community and industry engagement on preliminary flightpath design. We also advanced planning for a new ARFF service at Kalgoorlie and have worked with the Civil Aviation Safety Authority and operators across the Pilbara on options to improve communications coverage and situational awareness. We acknowledge we have more to do in regional locations to build resilience and consistency in our services and this remains our focus.

We continued to partner across government and industry to enable growth. The Minister's authorisation of the preliminary flightpaths on 4 June 2025 for Western Sydney International Airport followed extensive public consultation.

Environmental performance was a key priority. Our reported operational emissions were 35,972 tonnes of carbon dioxide equivalent. We published an updated Environmental Sustainability Strategy that charts a pathway to a 43% reduction by 2030 and net zero by 2050 for our own operations. Our airspace and information services continued to help industry reduce fuel burn and emissions.

This included our ongoing participation in an Asia-Pacific regional trial of cross boundary User-Preferred Routing (UPR), which allows operators to choose their own flightpaths to take advantage of weather conditions, thereby saving fuel. The trial saw Airservices collaborate with our counterparts in Indonesia, Singapore and New Zealand, as well as airlines Qantas, Air New Zealand, Garuda Indonesia and Singapore Airlines, to implement UPR on 38 different scheduled routes between Australian/New Zealand and Indonesian/Singaporean airspace.

We also invested in long-term environmental stewardship. Our national PFAS management program moved from investigation to decisive action. At Launceston we completed remediation works at the former fire training ground, removing a significant source of contamination within budget and under the oversight of an independent Contaminated Land Auditor.

Community expectations are central to how we plan and deliver change. We embedded our Community Engagement Standard in programs to deliver new flightpaths at Ballina and Bankstown and used it to frame engagement in Brisbane under the Noise Action Plan. We enhanced public information tools by adding rainfall overlays into the WebTrak platform on our website to explain off-track operations during weather, publishing heat maps of complaint locations, and extending Noise Abatement Procedure reporting to all major airports.

In line with our KPI in relation to growth of the number of noise complainants in comparison to growth in aircraft movements, both decreased during the year – however we saw complainant numbers fall at a greater rate than aircraft movement numbers. In November 2024 the Senate released its Impact and Mitigation of Aircraft Noise Report, including a number of recommendations relevant to Airservices to which we are either responding or have already actioned. Airservices is exploring further improvements to our engagement and noise management processes, and during the year we appointed a senior executive role, the Chief Risk, Noise & Environment Officer, to further elevate focus on community outcomes.

Our financial performance reflects both the scale of our investment and near-term pressures. Traffic growth was lower than forecast and structural changes in the industry post COVID created additional volatility. This also impacted the timing of a planned pricing change, reducing revenue for the period. At the same time we increased investment in workforce resilience and critical infrastructure to support safety and service outcomes. The Government's approval on 30 June 2025 of a 6% weighted average price increase, effective 1 August 2025, will help restore financial sustainability. Airservices is also progressing a Long-term Pricing Agreement with industry in conjunction with the ACCC.

We also took practical steps to improve our cost base. Our Operating model and efficiency program is expected to deliver circa $100 million p.a of bankable savings. By the end of the financial year, we had realised circa $40 million of in-year benefits. Capital investment reached approximately $454 million across the year, comprising $393 million in capital expenditure and $61 million in associated operating expenditure. Airservices has a large ongoing critical infrastructure capital program including a requirement to replace end-of-life assets. The organisation is currently reviewing its balance sheet position to support these programs.

> Our people remain at the heart of our success. Over the past year, we transformed our operating model, including in our enabling functions. We undertook a comprehensive review of our executive leadership capabilities and responsibilities, streamlining the structure of our most senior decision-making group.

As part of this process, the executive team refined their scope, enabling them to provide greater clarity to our people about how their contributions support the delivery of Airservices' strategy. While this has aligned the organisational structure and capability to our strategic requirements, we acknowledge that this directly impacted our people. The effect of that change is reflected in the people engagement score of 49 out of a possible 100, below our target of 70.

We have continued to prioritise work on organisational culture, completing the implementation of all recommendations from the Elizabeth Broderick and Co. Progress Review and launching a 3-year Culture Improvement Program.

That program is already taking practical steps. The Culture Reform Board has been refreshed to reflect our workforce. We are investing in our talent, leadership and organisational capability through the commencement of a new Ability to Execute program. We strengthened our Respectful Workplaces framework through a new Code of Conduct, a refreshed policy on respectful behaviours and an independent review of our safety reporting processes to increase transparency and trust. Our Bystander training program is now embedded in ARFF and air traffic controller training. We also invested in targeted safety initiatives. Our total recordable injury frequency rate and lost time injury frequency rate both improved and were below target for the year, at 7.6 and 4.2 respectively.

As we look ahead, we envisage a period of relative organisational stability to effectively bed in management and structural enhancements. Our focus remains on safe daily operations, reliable service performance and delivery of the major programs which modernise our infrastructure and systems. Preparations for the 2026 opening of Western Sydney International Airport will be supported by open community engagement and strong industry collaboration. ARFF NexGen will move into its delivery phase with new vehicles and station upgrades, and advanced testing of CMATS systems will continue as we prepare for operational deployment. As part of our preparations for the rapid growth of drone and uncrewed traffic, our Flight Information Management System (FIMS) has entered the testing phase, with the first 3 application developers, known as UAS Service Suppliers, successfully connecting to FIMS to begin their software development and assurance activities.

This is our first Annual Report as Chair and Chief Executive Officer together. We thank our people for their dedication and professionalism, our customers for their partnership and trust, and the communities we serve for their engagement.

Anne T. Brown
Chairperson

Rob Sharp
Chief Executive Officer

Our year in review

We have continued to keep our skies safe and deliver efficient services.

Total movements

3.9M
2024–25

3.9M
2023–24

3.8M
2022–23

Total movements
-0.6%
less than 50k reduction when compared to 2023–24

Top 4 airports combined
-0.8%

Comprising:

-2.8% decrease in **Melbourne**

+1.5% increase in **Brisbane**

-2.4% decrease in **Sydney** (Kingsford Smith)

+2.6% increase in **Perth**

Change from 2023–24

-2%
Domestic aviation traffic

7%
International aviation traffic

-0.2%
General aviation traffic

Service performance

Traffic patterns continue to improve across the Australian aviation network during the year, and our efforts to prioritise safety and service performance ensured we maintained our ‘safe always’ focus across our air traffic management and ARFF services.

Our overall service performance reached the highest levels in the last 3 years. While our overall performance targets were not fully met, we stayed committed to keeping people safe and delivering reliable services. We recognise that continued efforts are needed to achieve balanced outcomes for all stakeholders.

We focused on improving our service resilience throughout the year, investing in infrastructure and frontline service capabilities, in response to the changing needs of our owner, customers and communities.

Improved service outcomes

from 2023–24

83%

Consistent planned capacity delivered as percentage of time

49%

Reduction of ground delay program (GDP) application hours at major airports

64%

Reduction of variations to published services in airspace sectors

75%

Reduction of ground delay minutes attributable to Airservices at major airports

47%

Reduction of variations to published services at control towers

ARFF services

4,631

Total ARFF service callouts

358

Aviation-related incidents responded to by ARFF service

21

Lives saved

Financial performance

Despite the recovery in air traffic during the year, our financial performance continued to be challenged with slower than expected growth in international traffic and reduced demand associated with volatility in the domestic segment.

We are working on improving our financial and portfolio delivery functions and have developed a $100 million cost savings program which delivered $40 million during 2024–25.

-10.1%
Return on assets

$237m
Underlying net loss after tax

$275
Cost per instrument flight rules flight hour

Fostering a high-performance culture

We are continuing our culture transformation journey to align our operations with our strategic priorities to build a safe and inclusive workplace in the face of evolving industry demands.

62
New endorsed air traffic controllers
(includes both newly licensed and experienced air traffic controllers)

90
New aviation rescue fire fighters

120
Leaders graduated from the Aspiring Leaders program

74%
Leader values
(direct leader behaves in a way that is consistent with our values)

Annual performance statement

Airservices continues to support the long-term growth of the aviation industry in the national interest.

On behalf of the Airservices Board, I present Airservices' 2024–25 Annual Performance Statement, prepared in accordance with section 39(1)(a) of the *Public Governance Performance and Accountability Act 2013* (PGPA Act). In our opinion this statement accurately presents Airservices' performance during the reporting period and complies with subsection 39(2) of the PGPA Act.

Anne T. Brown
Airservices Australia Board Chairperson

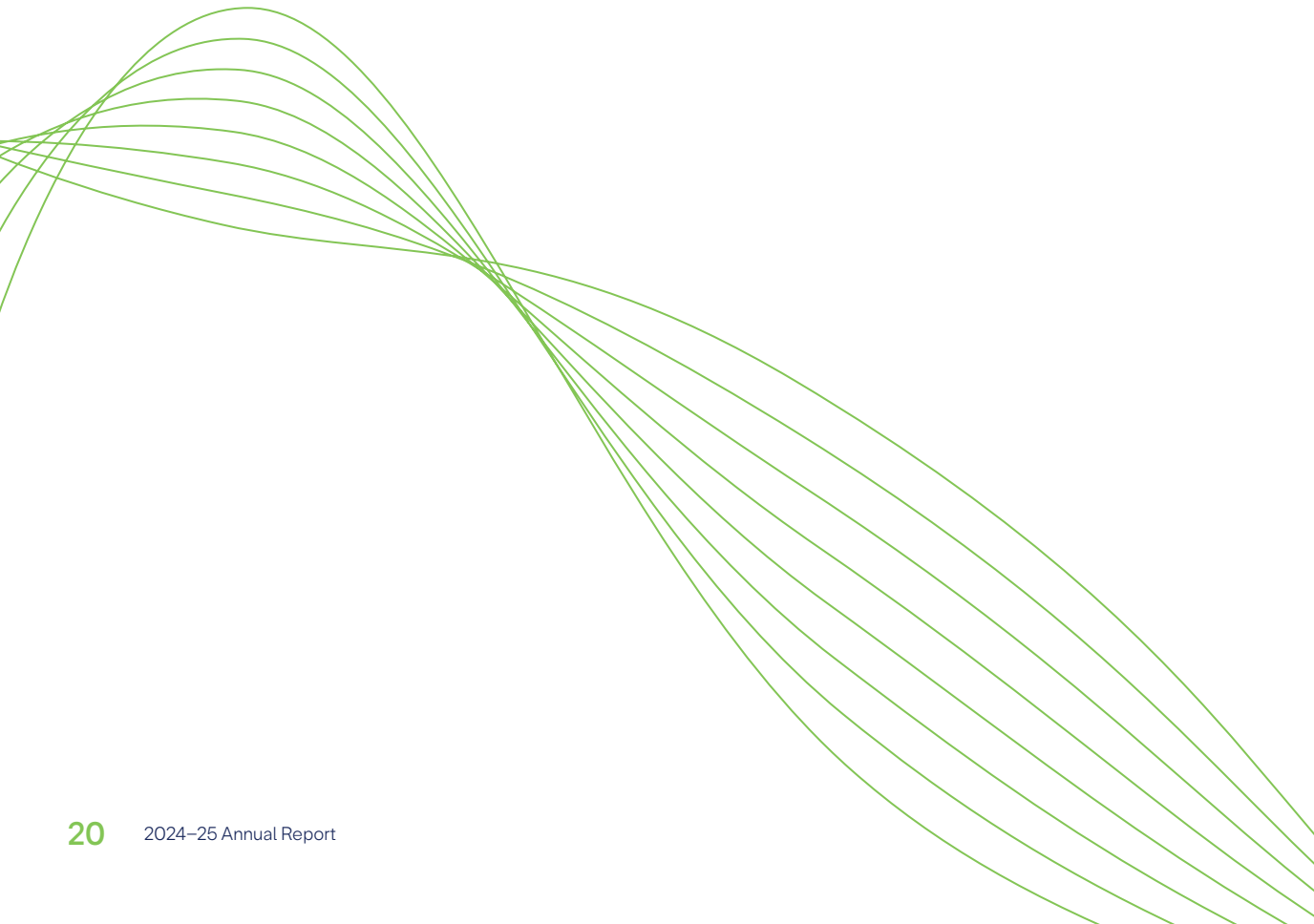
Our performance

This section provides a detailed assessment of Airservices' performance against our key performance indicators (KPIs) and strategic initiatives for the 2024–25 reporting period.

Performance summary

During the year, Airservices achieved 19 of our 25 KPIs (76%), including key metrics related to people safety, environmental performance, and most service delivery targets. This represents an improvement from the previous year, when 68% of our KPI targets were met.

While we did not reach the overall level of performance we aspired to, our prioritisation of safety and service performance ensured we maintained our strong focus on our 'safe always' commitment across both air traffic management and aviation rescue and firefighting (ARFF) services. We recognise we have more work to do to achieve a balanced outcome for all our stakeholders.



Factors influencing performance

Continued focus on aviation safety

The safety of air navigation remains our most important consideration. The tragic accidents involving regular passenger transport services in the United States of America and India have intensified global attention of aviation safety standards and reinforced the need for ongoing vigilance and continuous improvement across the industry.

Long-term growth opportunities

New aircraft are entering the Australian market, driven by strategic investment and fleet renewal. Qatar Airways' investment in Virgin Australia has introduced long-haul services to Doha, while Qantas and Jetstar have taken delivery of over 20 new-generation airframes – including Airbus A220s, A320neos, and A321XLRs – strengthening fleet capability and enabling future growth.

Financial performance pressures

A revenue shortfall and higher-than-planned costs impacted returns. This was driven by delays in pricing adjustments, lower-than-forecast domestic traffic, and increased investment in workforce and infrastructure. PFAS related costs were significant, reflecting commencement of remediation work.

Increased demand for valued ARFF services

Recent emergencies, including an engine failure and resulting grass fire at Sydney Airport, and the crash at the Avalon Airshow, have highlighted the critical role of ARFF services. These events reinforce the importance of maintaining robust emergency response capabilities across Australia's airports.

Short-term challenges

The collapse of Air Vanuatu, Bonza, and Rex jet operations have an ongoing impact on air traffic volume, reducing capacity across the network, which in turn led to a reduction in revenue.

Extreme weather events

Extreme weather events such as heatwaves, floods, and storms are becoming more frequent and intense due to climate change, posing significant challenges to aviation.

Aircraft noise concerns

Aircraft noise concerns remain a key issue, with growing national attention on the impact of flightpaths. We continue to engage with communities to better understand these concerns and respond meaningfully.

Environmental and external factors

Global trade and geopolitical uncertainty

Ongoing economic shifts and rising tensions in the Asia-Pacific and Middle East regions created a more unpredictable environment for aviation and related services.

Cyber incidents are becoming more frequent

Organisations are facing a growing number of attacks each year across industries and regions.

Summary of performance outcomes

Performance outcomes	Key performance indicators	2024–25 Target[1]	2024–25 Actual	Assessment
Zero significant attributable safety occurrences	Significant attributable safety occurrences	0	1	**Not met**
Planned aerodrome capacity delivered	**Planned capacity delivered as percentage of time[2]**	**>83%**	**83.3%**	**Met**
	Sydney	>81%	82%	**Met**
	Melbourne	>79%	80%	**Met**
	Perth	>83%	82%	**Not met**
	Brisbane	>89%	90%	**Met**
	Airservices attributable cancellations – Top 4 airports[2]	**<14**	**6.5**	**Met**
	Sydney	<9	5.7	**Met**
	Melbourne	0	0.0	**Met**
	Perth	0	0.7	**Not met**
	Brisbane	<4	0.2	**Met**
	Airservices attributable ground delay (hours) – Top 4 airports[2]	**<67**	**18.0**	**Met**
	Sydney	<36	12.6	**Met**
	Melbourne	0	0.4	**Met**
	Perth	<7	4.7	**Met**
	Brisbane	<23	0.3	**Met**

Performance outcomes	Key performance indicators	2024–25 Target[1]	2024–25 Actual	Assessment
Real reduction in cost to serve	Real price growth (5-year trend)	<0%	-19.2%	**Met**
	Return on assets[3]	-2.5%*	-10.1%	**Not met**
People engagement score	People engagement[3]	>=70	49	**Not met**
Fostering the drive towards zero harm	Total recordable injury frequency rate (TRIFR)[2]	<10	7.6	**Met**
	Lost time injury frequency rate (LTIFR)[2]	<5	4.2	**Met**
Net zero emissions by 2050	Net carbon emissions[3]	<150,596 tCO_2e	35,972 tCO_2e	**Met**
	Significant environmental events	0	0	**Met**
Community acceptance of the value of aviation	Total annual change in complainants, relative to, Total annual change in movements[2,3]	Δ complainants / Δ movements <1	0.807	**Met**
	Aircraft Noise Ombudsman (ANO) complaints investigations initiated[2,3]	<4*	4	**Not met**

1 Source: Airservices 2024–25 Corporate Plan, page 27.

2 Rolling 12-month average result.

3 Methodology was updated in 2024–25 to better reflect how our performance is measured. Refer to 'Changes to performance measures' on page 66 for further details.

* The 2024–25 Corporate Plan KPI target has been amended to better reflect how our performance is measured. Refer to 'Changes to performance measures' on page 66 for further details.

Performance outcomes and KPIs

Our strategic performance is focused on medium-term enterprise-wide KPIs. While immediate safety and service performance remain our priorities, these indicators will monitor how we have progressed across the reporting period, and how we are achieving our performance outcomes to ensure we continue to be recognised as an industry leader and valued service provider.

Performance outcome

Zero significant attributable safety occurrences

Key performance indicators		2022–23 Result	2023–24 Result	2024–25 Target[1]	2024–25 Result	Assessment
Significant attributable safety occurrences	Number of 'loss of separation' or 'runway incursion' occurrences where the Risk-Assessment Tool score is category A	0	0	0	**1**	**Not met**
	Number of occurrences where the response to an aircraft incident did not meet the regulated response time	0	0	0	**0**	**Met**

1 Source: Airservices 2024–25 Corporate Plan, page 27.

Analysis

Safety is our most important consideration. We continued to operate with a '**safe always**' focus during 2024–25, with 1 significant attributable safety occurrence recorded for our air traffic services.

Airservices Safety Management System (SMS) is designed to ensure the highest reasonable standard of safety for air navigation services and a safe working environment for our employees. This is achieved through a strong organisational commitment to safety and embedding responsibility for safety across all levels of the organisation. The SMS ensures that good safety outcomes are achieved through competency requirements, hazard identification, and risk control monitoring. A multi-layered assurance model is also applied as part of the SMS that includes trend analysis, systemic reviews, incident investigations and internal audits. In addition, extensive internal and external safety promotion is undertaken through data exchange with customers, safety forums, the creation of training aids and documentation for pilots, and promotion through social media channels.

On 2 October 2024, a Significant Attributable Safety Occurrence (SASO) occurred at Moorabbin involving 2 Cessna 172 aircrafts. The incident involved a runway incursion and near collision on the ground during a runway change in a period of high traffic volume. One of the aircraft was cleared to cross Runway 17R while the other was lined up for departure on the same runway. Due to frequency saturation, coordination errors, and inadequate situational awareness, the lined-up aircraft was cleared for take-off, resulting in a near collision with the crossing aircraft, with closest proximity estimated between 10 and 30 metres.

An incident investigation was subsequently conducted, in line with the Airservices' SMS, to examine the occurrence, the tasks being performed at the time of the occurrence, and the system that supports these tasks. This enabled opportunities for consideration of systemic risk, organisational learning, and control improvements across the ATM system. The recommendations from this investigation have seen additional risk reduction measures implemented at Moorabbin, including flight progress strips, along with the introduction of a Traffic Management Plan and circuit booking system.

Airservices continues to assess the Metropolitan Class D (Metro D) environment and further work is underway to enhance controls used to manage risk at Metro D aerodromes. Increased engagement with the Civil Aviation Safety Authority (CASA) is also taking place to reduce the number of pilot deviations that occur to further reduce the risk at these locations.

In addition to the monitoring of occurrences within Australia, Airservices continually monitors global aviation events, with a particular focus on those involving air traffic control (ATC), to better understand the challenges faced globally and to look for learnings to enhance Airservices' risk controls and processes. In 2024–25, assessments were undertaken of the Washington D.C. Potomac mid-air collision between a US Army Blackhawk helicopter and a Bombardier CRJ-700 passenger aircraft, multiple significant ATC system outages that affected Newark Liberty International Airport and a runway incursion at Chicago O'Hare International Airport.

We continuously assure and enhance our mature safety management system and culture, and regard safety as our highest priority.

Case study

Education and awareness at Metro D aerodromes

Our commitment to delivering our services safely is unwavering. We continue to work in collaboration with industry partners to develop and deliver safety awareness and promotional materials, along with engagement activities, to support our air traffic risk-management efforts.

In financial year 2024–25 we remained focused on reducing operational deviations among Metro D-based pilot communities.

A normal Operations Safety Survey (NOSS) was undertaken between June and October 2024 at Metro D aerodromes. This was facilitated by an external specialist with the aim of identifying the threats and errors experienced during normal operations that have the potential to impact safe operations. This was achieved through 'over the shoulder' observations of controllers during their normal shifts and recording any threats and errors observed. These observations were de-identified to ensure controller confidentiality and were validated by a team of Airservices subject matter experts.

The outcome of the NOSS have resulted in improvements to engagement and information sharing across our general aviation operators and aerodromes. Our safety liaison and engagement program includes regular safety reviews with operators on occurrence trends, exploring strategic demand management options, and targeted pilot education material on key risks, leveraging the AvSafety seminars provided by CASA and the local runway safety teams.

> Airservices will continue to engage with local operators to strengthen threat and error management from both air traffic and pilot perspectives in line with our safety strategy.

Case study

Response ready, saving lives

Throughout financial year 2024–25, Airservices maintained resilient, high-quality delivery of critical emergency support across all 27 ARFF station locations. Our teams remained focused on operational readiness, service reliability, and safety outcomes.

Aligned with the core mission to save lives in the event of aircraft accidents or incidents at or near aerodromes, we provide a range of ARFF services. They include rapid response to aircraft emergencies, rescue operations for passengers and crew, and fire suppression to prevent escalation. ARFF services also contribute to the broader safety ecosystem of airports by supporting first aid, fire alarm monitoring, and other essential emergency response functions.

The critical role of ARFF services was exemplified during the aircraft accident at the Avalon Airshow on 28 March 2025. Our teams responded with speed and precision, delivering immediate care to the pilot and coordinating a seamless handover to other emergency service providers. This incident highlighted the professionalism, advanced training, and unwavering service commitment of our ARFF services personnel.


TEAM WENS

Case study

Extreme weather — Tropical Cyclone Alfred

Weather events play a major part in the day-to-day operations of the global aviation ecosystem as across the globe, aviators must consider how weather may aide or impact each flight and plan accordingly.

Weather and in particular weather events, play a major part in how Airservices manages Australia's airspace. These events are broad ranging from bushfires to heatwaves and storms, and their impacts can be varied such as strong winds and flooding or reduced visibility from smoke and haze.

In March 2025, Airservices played a critical role in managing the safety of aircraft and the travelling public in the face of Tropical Cyclone Alfred, the first cyclone to make landfall near Brisbane since 1974. Airservices has procedures and processes in place for extreme weather events, such as this to ensure that our team members and facilities can continue operating safely and effectively to service our customers.

Working with Industry

Airservices led regular aviation industry briefings to ensure all stakeholders were engaged regularly on anticipated impacts and recovery from the cyclone.

Feedback from industry was that the crisis was managed effectively and efficiently. Communications with industry were detailed and supported their response, and the quality of Airservices crisis management processes was clear. An internal Post Activity Review occurred to capture learnings and improvements for crisis management.

Our response

On Monday 3 March 2025 Airservices activated our Incident Management Team to assess our operational preparedness for the pending Category 2 Tropical Cyclone Alfred. The cyclone was predicted to make landfall in the Brisbane basin on Friday 7 March with impacts expected as far south as Coffs Harbour and north to the Sunshine Coast. Destructive winds and gusts up to 55kts (100kph) were expected, increasing as the eye approached the coast, bringing rainfall in some areas of up to 400mm, and flooding in and around Brisbane and areas to the south.

On Tuesday 4 March our response was escalated to a crisis, and our Crisis Management Team assumed management of our response until the conclusion of the crisis on Sunday 9 March. Preparations were focused on assuring the resilience of our services through a combination of available infrastructure and safe working arrangements for our people.

> Our Crisis Management Team met multiple times per day assessing preparedness for the event and coordinated our ARFF, Air Traffic Management (ATM), facilities and technical teams as the cyclone changed and evolved throughout the crisis. This enabled us to pivot our response appropriately as the cyclone slowed and weakened, before finally crossing the coast as a Tropical Low.

Prioritising service-level upgrades and aerodrome expansion

Establishing essential services to match our customers' needs, while balancing outcomes for all our stakeholders.

Key activity

Ballina approach and aerodrome services enhancements to improve safety.

We are progressing the establishment of an approach and aerodrome control service at Ballina and have requested an extension from CASA for commencement of the service to occur in June 2026 to enable infrastructure delivery. In the interim, Airservices will continue to provide a Surveillance Flight Information Service for Ballina until the commencement of the approach and aerodrome control service.

We are committed to supporting aerodrome growth in regional Australia. During the year, we engaged the community and industry on the preliminary flightpath design, with the final design released on 14 August 2025.

- Design, engagement and approval of a new airspace structure which lowers the base of Class C airspace and introduces Class D airspace around Ballina to enhance safety while minimising the impact on local operations.
- Design, engagement and approval of new flightpaths which connect Ballina Byron Gate Airport to the existing airspace network.
- Engagement with Defence for use of the Evans Head Restricted Area when not activated, to reduce the impact of aviation on coastal communities.
- Gained approval for program works at Ballina Byron Gateway Airport was granted by the Parliamentary Standing Committee on Public Works in February 2025.
- Progressed refurbishment of Mobile Control Tower 3 ahead of deployment to Ballina as the initial capability.

Key activity

Establishing Kalgoorlie Aviation Rescue and Fire Fighting service.

We submitted the Safety Plan to CASA during the period, setting out the intended approach for the establishment of the ARFF service. Feedback on the Safety Plan relating to timelines for establishing the service has been received from CASA. We are working through options, including engaging with CASA and will submit an updated Safety Plan in the coming period.

Key activity

Pilbara region opportunities to enhance our capabilities and operations and improve safety in Western Australia.

The Pilbara region remains a priority area of airspace concern for major airlines, regional operators and airports, due to significant changes in the operating environment over recent years. Airservices has been working closely with airlines and the mining sector to gain an aligned understanding of the airspace complexity.

We continue to work closely with CASA as they finalise their review assessing the adequacy of the existing flight information services and reported concerns around a pilot's ability to establish and maintain situational awareness. To support this review, we completed a preliminary analysis of the current level of communication and surveillance coverage within the region during this period. Discussions to date have focused on progressing towards solutions to facilitate communications at prioritised aerodromes.

Key activity

Airspace standardisation to increase flexibility and enable better management of our skies, including volume, flow and optimising runway use.

We continue to progress towards go-live of the National Airspace Management Office (NAMO) and have finalised the contract to obtain the local and sub-regional airspace management support system (LARA) from Eurocontrol during the 2024–25 financial year. Planned deployment and training is scheduled to occur prior to the end of the 2025 calendar year.

The introduction of the NAMO and the LARA tool facilitates collaboration and coordination between civil and military operations to ensure that airspace management is undertaken as effectively and efficiently as possible to promote the concept of Flexible Use of Airspace (FUA). FUA includes the deployment of conditional routes through active restricted airspaces when appropriate. A 6-month trial on conditional route through Williamtown airspace resulted in a saving of 6,994 track miles, 78,682kgs of fuel and 248,636kgs of CO_2 for civil flights.

Performance outcome

Planned aerodrome capacity delivered

Key performance indicator	Location	2022–23 Result	2023–24 Result	2024–25 Target[1]	2024–25 Result[2]	Assessment
Planned capacity delivered as a percentage of time (%) Achieved capacity (throughput) on day of operations in comparison to what was planned the previous day, measured for our top 4 airports (Sydney Kingsford-Smith, Melbourne, Brisbane and Perth).	Top 4 Airports	82%	83%	**>83%**	**83.2**	**Met**
	Sydney	N/A	81%	>81%	81.4	**Met**
	Melbourne	N/A	79%	>79%	79.8	**Met**
	Perth	N/A	83%	>83%	82.2	**Not met**
	Brisbane	N/A	89%	>89%	90.4	**Met**
Airservices attributable cancellations Cancellations of arrivals into Sydney, Melbourne, Brisbane and Perth attributable to Airservices service variations. Arrival cancellations are attributed to Airservices when the cancelled flight was planned to arrive during a period where, as a result of Airservices service variations, capacity was reduced resulting in unmet demand.	Top 4 Airports	N/A	14	**<14**	**6.5**	**Met**
	Sydney	N/A	9	<9	5.7	**Met**
	Melbourne	N/A	0	0	0.0	**Met**
	Perth	N/A	1	0	0.7	**Not met**
	Brisbane	N/A	4	<4	0.2	**Met**
Airservices attributable ground delay (hours) Proportion of total ground delay incurred by flights into Sydney, Melbourne, Brisbane and Perth caused by Airservices. The attributable ground delay is determined by assessing the reduction in capacity as a result of Airservices service variations, proportional to total ground delay, which also includes impacts of weather and airport restrictions (such as runway/taxiway works).	Top 4 Airports	N/A	67	**<67**	**18**	**Met**
	Sydney	N/A	36	<36	12.6	**Met**
	Melbourne	N/A	1	0	0.4	**Met**
	Perth	N/A	7	<7	4.7	**Met**
	Brisbane	N/A	23	<23	0.3	**Met**

1 Source: Airservices 2024–25 Corporate Plan, page 27.

2 Rolling 12-month average result.

Analysis

Aviation traffic patterns have broadly grown across the Australian network during the 2024–25 financial year despite volatility on some routes.

We continued to work closely with our industry partners and customers to improve service delivery and increase resilience, while improving service performance outcomes.

In the 2024-25 reporting period, we saw significant improvements in our service performance when compared to the 2023-24 reporting period. Year-on-year, this represents a 54% reduction in cancellations and 73% reduction in ground delay hours. This was driven by our focus on additional layers of service resilience and flexibility, which have stabilised our operational capacity and established a trend of improving performance as we look to improve trust in our services.

We met targets related to cancellations and ground delay commitments for the financial year, however there were aberrations where our service resilience were impacted, for example during a weather event in Sydney in February 2025. We met targets for planned capacity at Sydney, Melbourne and Brisbane, and were just under target for Perth, primarily due to service variations in the surrounding enroute airspace volume. We continue to invest in service resilience capability.

Case study

Building resilience — Airservices delivers during peak travel periods

This year's Easter holiday period marked the busiest passenger travel day in the last five years, and international travel recorded a 6% year-on-year growth. This recovery underscores the critical role of Airservices in enabling safe, efficient and scalable air traffic operations across the network.

Airservices has responded to this growth with a strong focus on service consistency and operational resilience. This investment in frontline workforce along with strengthened network governance and industry collaboration, has resulted in measurable improvements across all key service performance metrics including:

- 47% reduction in Airservices attributable ground delay minutes
- 50% reduction in the rate of Airservices attributable arrival cancellations
- 64% reduction in airspace service variations
- 47% reduction in tower service variations.

Another example is the close collaboration with all segments of industry to improve the network outcome, balancing the needs of passenger transport and general aviation sectors at Perth airport. Following consultation with industry, Airservices facilitated a 3-month trial of enhanced network management compliance measures, which led to nearly 15 percentage point increase in monthly on-time performance.

The implementation of Airport Collaborative Decision Making (A-CDM) at Brisbane in May, followed by Perth in July, and Melbourne and Sydney in second half of 2025, is expected to deliver further operational enhancements including reduced taxi times and less apron congestion.

> These outcomes underpin the safety and operational efficiency of our customers' operations, enabling enhanced experience for the travelling public and communities.

We have also adapted to the leisure-driven demand patterns that have emerged post-pandemic. By proactively strengthening roster resilience and engaging frontline teams, and collaborative network management decisions, we have supported our customers in successfully delivering peak travel periods – most notably in December and April – which saw record leisure travel volumes. The holiday resilience measures are embedded into operational processes, ensuring consistent performance during all high-demand periods.

Case study

Strategic staffing boosts resilience

We are committed to continuously enhancing our service performance and operational resilience. As part of this commitment, we have increased the number of operational air traffic controllers across our network.

This strategic investment enhances our ability to deliver critical air traffic services through our highly skilled and experienced workforce, consistently achieving service levels that meet and exceed our stakeholders' expectations.

During financial year 2024–25, we introduced an additional 62 operational air traffic controllers into our workforce.

> This increase has seen our available controllers now meeting operational requirement, which will support service performance and our plan to meet full roster resilience by the end of the 2025 calendar year.

In addition, we are progressing initiatives to further strengthen roster resilience. This includes building culture and workforce capabilities as well as enhanced measures to reduce unplanned leave which increase the available supply of air traffic controllers for operational rosters.

Our international experienced air traffic controller recruitment and training program have enabled us to increase the number and rate of controllers becoming operational during the year and has delivered a total of 34 experienced controllers in the past 12 months. In addition, we continue to focus on our pipeline of ab initio trainees, with 78 in various stages of their air traffic control training at the end of the year.

OneSKY

Realising significant strategic and economic benefits by transforming traditional air traffic management to meet the needs of the future, harmonise defence capability and meet national security imperatives.

Key activity

Civil military air traffic management system (CMATS) delivering a national integrated and common product for Australian-administered airspace.

Since implementing the revised streamlined delivery strategy in December 2023, OneSKY has achieved all planned milestones ahead of schedule.

In the revised streamlined strategy, which prioritises national benefits and simplifies the design, development and delivery process, CMATS capabilities will be incrementally developed, rigorously verified, and seamlessly integrated into the National Airways System (NAS), marking a significant step towards our goal to manage Australian airspace safely and efficiently as a national resource for both civil and military air traffic management operations.

The testing campaign for incremental software builds is progressing effectively and will continue until 2026, followed by operationalisation commencing from 2027. The new CMATS facilities at all Airservices sites are complete and a plan has been developed to sequentially transition Australian airspace sectors from the current air traffic management system to the new CMATS environment.

CMATS has been installed ahead of schedule at the Airservices Melbourne campus with the current product baseline and integrated on more than 80 CMATS-terminals with live civil air traffic surveillance and flight-plan data feeds. This connectivity to live feeds will enable verifying CMATS capabilities in an operational environment which better simulates real-world condition. Additionally, CMATS has also been installed at the first Defence site (East Sale) to support verification activities for a military environment.

The Project of Concern (POC) process remains ongoing, with several POC summits convened to bring together all stakeholders. These summits have fostered high-level focus and reinforced commitment across all parties, strengthening our collective approach to delivering a unified, next-generation air traffic management system for Australia.

Enterprise network modernisation

Enabling digitalised service provision with a next-generation telecommunications and surveillance network.

Key activity

Enterprise network modernisation to deliver a next-generation network designed for service expansion providing greater network bandwidth, security and resilience, enabling the introduction of new features and functionality, and a platform for future services. This is a key dependency for OneSKY.

The Enterprise Network Modernisation Program (ENMP) is delivering a next-generation digital network with greater bandwidth, enhanced security, and scalable capacity to meet future service demands. This network will support new digital services, ensure compliance, and enable the evolving needs of the aviation sector. Since 2022, ENMP has completed 446 site upgrades, remediating legacy infrastructure. ENMP is a critical enabler for major national initiatives, including the CMATS and Western Sydney International (WSI) airport.

Enterprise technology and sustainment

Improving the efficiency and resilience of our internal systems and processes to enable improved outcomes for our frontline teams, customers and stakeholders.

Key activity

Cyber capabilities upgrade using contemporary technologies to improve our cyber resilience and keep our people, systems and processes safe from cyber threats.

In financial year 2024–25, Airservices has made significant progress in advancing its technology and cyber security priorities. These efforts are central to our commitment to delivering safe, reliable, and efficient aviation services in an increasingly digital and complex operating environment.

We have modernised key enterprise systems that support core business functions, resulting in improved operational efficiency, reduced risk, and more agile decision-making across the organisation. At the same time, targeted cyber security initiatives have strengthened access control, threat detection and infrastructure resilience, enhancing our ability to manage risks proactively and maintain the integrity of our operational technology environment.

Case study

Aviation cyber resilience: a global effort

Strategic leadership in aviation cyber resilience

Recognising the growing complexity of digital threats, Airservices has continued its investment to strengthen the cyber resilience of Australia's aviation infrastructure. This strategic shift is reflected in 3 key initiatives:

- the uplift of the Cyber Defence Operations Centre (CDOC)
- the execution of the Australian Aviation Sector joint cybersecurity exercise, DarkSky 25, in collaboration with industry partners in May 2025
- the delivery of the first air navigation service provider (ANSP) cyber exercise, in collaboration with Canada, New Zealand, the UK, and Australia.

The enhanced CDOC now provides advanced threat detection, real-time monitoring and proactive incident response – serving as a strategic command centre for aviation cyber defence.

Through DarkSky 25 and the ANSP exercise, Airservices has led the simulation of complex, real-world cyber scenarios. These initiatives have strengthened national and international coordination, refined response strategies, and advanced a globally aligned framework for cyber preparedness.

> Together, these efforts mark a transition from reactive defence to proactive resilience, ensuring continuity of operations, protecting critical infrastructure and reinforcing global trust in aviation safety.

Aviation rescue fire fighting (ARFF) NexGen, facilities and environment

Transforming our ways of working by using new and emerging technologies in the ARFF service environment.

Key activity

Replacing fleet to improve our vehicle capabilities and associated training infrastructure with safer, more suitable and reliable fire fighting vehicles.

> We are transforming our ways of working by embracing new and emerging technologies within the aviation rescue fire fighting environment.

These advancements will enhance safety for our personnel, support financial and environmental sustainability, and provide scalable solutions that align with evolving customer and industry requirements.

In financial year 2024–25, we made significant progress in our national ARFF service vehicle fleet replacement strategy, incorporating cutting-edge technologies including hybrid and low-emission vehicles. We initiated procurement for the first 10 Ultra Large Fire Vehicles (ULFV) equipped with High-Reach Extendable Turrets (HRETs), with delivery expected in 2026.

Additionally, we launched a Request for Proposal as part of the Competitive Evaluation Process for the remaining components of the national fleet replacement program. We are committed to continuously evaluating value for money and operational suitability to ensure our fleet meets current and future demands.

Key activity

Upgrading facilities to accommodate our new fleet.

The ARFF NexGen Program has been established to invest in our service and support the future of Australian aviation. This is designed to strengthen our ability to meet the current needs of our customers while preparing for the evolving demands of the aviation industry.

Through a comprehensive review of the entire ARFF operational ecosystem, we are identifying opportunities for improvement to ensure we continue to deliver a world-class service, enhance service delivery, while maintaining environmental and financial sustainability.

The program is planned for completion over the next decade and encompasses a wide range of infrastructure upgrades, including fire station rebuilds, drill grounds, and the development of training and maintenance hubs.

During the year, we have commenced implementation of the ARFF NexGen Program which will be delivered across 3 phases of equal duration. Phase 1 is currently underway and is scheduled for completion between 2025 and 2027. Phase 1a was referred to the Public Works Committee in January 2025 and public submission was closed in March 2025.

This sub-phase includes the following key infrastructure projects:

- Fire station rebuilds in Cairns, Mackay and Rockhampton.
- Minor works for station tender bays at Gladstone, Sunshine Coast, and the Melbourne Learning Academy to accommodate the new ULFV fleet.
- Development of cold drill training grounds at Cairns, Mackay, Rockhampton, Gladstone, and the Sunshine Coast, aligned with the station works.

The station rebuild at Cairns is progressing. In October 2024 we successfully completed Stage 1 of the interim ARFF station, enabling the resumption of full Category 8, 24-hour operations. Stage 2 is currently underway with completion scheduled for late 2025. As part of this phase, the installation of radios, antennas, and other essential technological components has been finalised.

Prioritising service digitalisation

Making significant investments into digitalising our services to realise safety and efficiency benefits for our organisation and the Australian aviation industry.

Key activity

Transition and change management for our service digitalisation initiatives including:

- **Aeronautical information management**
- **Airport collaborative decision making (A-CDM)**
- **Digital twin**
- **OneSKY.**

In May 2025, we launched A-CDM at Brisbane airport, the first deployment of its kind in Australia. Perth airport followed in July 2025. This milestone has improved operational efficiency, predictability and sustainability, with early results exceeding benchmarks set by global leading airports. Further deployments are planned for Perth, Sydney, and Melbourne later this year.

> In addition, the digital twin program delivered $2.6 million benefits in ground delay avoidance during the year.

Service delivery technology and sustainment

Delivering technology that enables reliable, sustainable and secure service performance for our customers and improves our resilience.

Key activity

Air traffic management system improvements to increase our air traffic controllers' operational efficiency and situational awareness to effectively manage aerodromes.

In financial year 2024–25, Airservices delivered a range of sustainment initiatives to ensure the continued reliability, safety, and performance of its operational systems. These efforts supported uninterrupted service delivery and reinforced the resilience of Australia's air traffic management infrastructure.

Planning has also commenced for the Aerodrome Technology Replacement Program (ATRP), which will upgrade systems across 9 major aerodrome towers in preparation for CMATS. The ATRP is a foundational enabler for CMATS and will ensure Airservices is equipped with modernised, standardised tower systems to support the future delivery of air traffic management services.

Key activity

Aviation rescue fire fighting systems that further enable our valued first responders to effectively monitor and respond to aviation incidents.

We completed the transition away from the 900-megahertz radio frequency, in line with national regulatory requirements, as part of the Australian Communications and Media Authority's (ACMA) spectrum reallocation program to modernise and optimise national frequency use.

Process and systems renovation

Improving customer outcomes by improving our ways of working and digital simplification.

Key activity

Air traffic flow management (ATFM) identifying and managing demand and capacity imbalances both at airports and in airspace volumes to reduce airborne delays.

We continue to work with industry on the ATFM measures into Perth which included a 3-month trial of daily ground delay programs (GDP) for Monday to Friday resulting in a significant increase in GDP compliance and reduction in airborne delays. Following the trial in late February 2025, we have commenced work with various stakeholders on options to continue to improve Perth performance.

To support industry during periods of high demand, particularly during school holidays and other holiday periods during the year, Airservices engages with industry at a senior management level in planning for next day operations to ensure the best management of the network. More information can be found in the 'Building resilience – Airservices delivers during peak travel periods' case study on page 31.

Key activity

Modernising endorsements ensuring our services are resilient to the day-to-day challenges by improving the way our air traffic controllers and technical officers maintain and develop operational competencies.

Modernising endorsements remains a key enabler to improve our service performance, efficiency, and resilience going forward. However, more timely strategic priorities during the financial year 2024–25 necessitated this initiative be delayed to financial year 2025–26.

Key activity

National Operations Management Centre (NOMC) providing a national focus to network operations, enhancing network management and planning, and disruption response capability.

The Network Coordination Centre (NCC) moved from Canberra to the Melbourne Operations Centre in February 2024. This was the first step in consolidating our network management capabilities into one physical location.

Stage 2 remains a priority to strengthen decision-making, service delivery, and incident response capabilities going forward. However, more timely strategic priorities during the financial year 2024–25 necessitated this initiative be delayed beyond this period.

Performance outcome

Real reduction in cost to serve

Key performance indicator	2022-23 Result	2023-24 Result	2024-25 Target[1]	2024-25 Result	Assessment
Real price growth (5-year trend)*					
Cumulative annual weighted average price change less consumer price index (CPI). Where price growth stays below inflation, we are providing customers with real savings.	N/A	<0%	<0%	**-19.2%**	**Met**
*Calculated over the preceding 5 years.					
Return on assets (RoA)[2]					
Our annual earnings as a percentage of our assets.	-13.2%	-8.1%	-2.5%	**-10.1%**	**Not met**

1 Source: Airservices 2024–25 Corporate Plan, page 27.

2 Methodology and Corporate Plan target was updated in 2024–25 to better reflect how our performance is measured. Refer to 'Changes to performance measures' on page 66 for further details.

Analysis

Airservices was notified on 30 June 2025 by the Minister for Infrastructure, Transport, Regional Development and Local Government of the approval to implement a 6% weighted average price increase.

The price increase has subsequently been implemented from 1 August 2025. Over the financial years 2020–21 to 2024–25, prices have reduced by 19.2% in real terms.

Throughout the period, we continued to work towards a Long-Term Pricing Agreement (LTPA) that will be assessed by the Australian Competition and Consumer Commission (ACCC) and cover the 2026–27 to 2030–31 period. We are regularly engaging with industry stakeholders about the LTPA, via multi-lateral and bi-lateral engagement forums. More information can be found in 'key activity: pricing adjustments'.

Our overall financial performance continued to be challenged throughout the year, which resulted in an unfavourable Return on Assets (ROA) of -10.1%. This is primarily due to our net loss after tax being $181.5 million more than the plan of $55 million.

Revenues were $112.7 million* lower than planned across the year, due to:

- forecasted volume growth in international traffic was significantly below expectations
- reduced demand associated with traffic volatility within the industry, particularly in the domestic segment as Bonza and Rex Airlines jet operations ceased
- the delay to the anticipated pricing increase.

Costs were $68.9 million* higher than forecasted, contributing factors included:

- significant increases in provisions for 2025–26 PFAS identification, management, legal, and remediation where appropriate
- a delay in realising planned savings. We continued to work towards containing and reducing costs, and improving efficiency as detailed in our case study 'Driving Efficiency'
- higher than budgeted staff and restructuring costs. We have continued our investment in workforce resilience to improve service performance as detailed in our '100% planned aerodrome capacity delivered' section
- higher than planned financing costs due to the revenue shortfalls above.

This year we also made our largest ever investment in infrastructure to strengthen our service delivery performance as detailed in our 'Advancing Australian Aviation through Capital Investment' case study.

*Figures presented are based on management accounts and vary when compared to the statutory Financial Statements.

Pricing adjustments

Key activity

6% weighted average price increase

Airservices completed of a comprehensive regulatory process which included a draft and formal price notification. These were lodged with the ACCC who did not object to the formal price notification which proposed a weighted average 6% price increase.

Throughout this process, Airservices engaged with industry stakeholders, considering feedback on the initial proposal of a weighted average 19% increase over 3 years. This consultation ensured that the final pricing decision appropriately balanced the need for ongoing investment in safe, reliable, and efficient air navigation services with the sustainability of the aviation industry. Subsequently, the 6% weighted average increase received Ministerial approval in June 2025, with the new pricing taking effect on 1 August 2025.

Key activity

2026–27 to 2030–31 Long-Term Pricing Agreement (LTPA) Update

Airservices continues to progress the development of its LTPA for the period between July 2026 and June 2031. This process is being undertaken with a significant focus on engagement through our Pricing Consultative Committee (PCC), which includes representative from the aviation industry. This deep engagement will ensure that industry views are carefully considered in shaping the final LTPA proposal.

Through the PCC we have regularly and transparently shared performance information and will be providing updates on setting a new performance baseline through our 2025–26 Corporate Plan as recommended by the ACCC. Going forward, we will continue to consult through the PCC on appropriate measures of performance with a view to update our measures where appropriate in our 2026–27 Corporate Plan. Through this collaborative and transparent process, Airservices is confident that the LTPA outcome will enable it to meet the significant investment requirements necessary to support the safe and effective management of Australian airspace in the national interest, while also delivering certainty and value to industry as demand for the services we provide continues to grow.

It is Airservices' intention to lodge the draft price notification with the ACCC in early 2026.

Case study

Driving efficiency: a step on our path to financial sustainability

Driving operational excellence and financial sustainability

Airservices is committed to becoming a financially sustainable organisation while maintaining high standards of service delivery. Through disciplined operational expenditure management, we have made significant progress in reducing costs, improving efficiency and positioning the organisation to return towards profitability.

> We are in the process of improving our financial and portfolio delivery functions. While progress has been made, continued efforts will be required to achieve long-term financial sustainability.

Achieving cost control and efficiency targets

We set an ambitious operational expenditure savings target to help close the Earnings Before Interest and Tax (EBIT) gap. Our savings target was $100 million of bankable savings.

To date, we have developed over 81 activities to achieve these savings. During the period, we realised $40 million of in-year savings between October 2024 and June 2025. We anticipate the ongoing saving will net an additional $81 million of in-year savings over the next period.

Embedding a culture of efficiency and continuous improvement

To ensure Airservices operates efficiently and responsibly, further programs of work are being implemented to drive efficiency and embed a culture of continuous improvement across the organisation. These initiatives include:

- Strengthening procurement and workforce planning – enhancing external procurement and workforce planning disciplines to optimise resource allocation and reduce costs.
- Driving continuous improvement – embedding a culture of continuous improvement to boost productivity and responsiveness to stakeholder needs.
- Cost management measures, combined with exploring new commercial revenue streams that leverage our operational strengths and national footprint, will ensure continued excellence into financial year 2025–26.

Case study

Advancing Australian aviation through capital investment

Delivering on our mission and strategic priorities

At Airservices, our mission is to connect people to their world safely. This mission drives our focus on strategic priorities, including the timely delivery of key programs such as WSI airport and digital aerodrome services (DAS) at Canberra airport, the on-time delivery of OneSKY, and the modernisation of our assets and systems, including the ARFF NexGen program.

In financial year 2024–25, we planned and achieved a significant milestone by delivering more than ever before, with investment expenditure reaching $454 million, comprised of $393 million in capital expenditure and $61 million in associated operating expenditure. This achievement underscores our commitment to delivering on our strategic priorities and investing in the future of Australian aviation.

> This reflects our commitment to growth, innovation, and targeted investments in capability, people and services. Airservices is committed to delivering the greatest value to industry as much as possible within financial constraints.

Focusing on robust capital management and strategic investments

Over the past year, we invested in the refinement of our capital prioritisation process. This has contributed to advancement of our strategic priorities for the 2025–26 financial year, ensuring we are positioned to deliver critical initiatives in a financially sustainable way.

Specifically, we have:

- Reviewed how we are aligning our risk assessment processes with our enterprise risk framework and risk appetite statement, and engaging with subject matter experts to ensure robust decision-making is built into our investment practices.
- A comprehensive review of our Transformation Portfolios in late 2024, focused on ensuring that resources – finances, people and management focus – continue to be directed responsibly and appropriately.

Enterprise technology and sustainment

Improving the efficiency and resilience of our internal systems and processes to enable improved outcomes for our frontline teams, customers and stakeholders.

Key activity

Enterprise technology refresh to sustain the resilience of our business information systems, including enterprise resource planning, rostering, and risk management tools.

In financial year 2024–25, we have strengthened the performance and security of our national data and communications infrastructure, enabling faster and more reliable access to mission-critical systems. These improvements have enhanced decision-making capabilities for operational teams and supported more efficient air traffic management across the country.

We successfully replaced 2,854 and updated the operating system for 807 end user devices during the year, providing our people with a contemporary platform enabling stability in security and improved ways of working.

Performance outcome

People engagement score

Key performance indicator	2022–23 Result	2023–24 Result	2024–25 Target[1]	2024–25 Result	Assessment
People Engagement					
People Engagement score reflects employee satisfaction with the statement "I am happy working at Airservices"	65	59	>=70	**49**	**Not met** ⊗

1 Source: Airservices 2024–25 Corporate Plan, page 27.

2 Methodology was updated for 2024–25, to better reflect how our performance is measured. Refer to 'Changes to performance measures' on page 66 for further details.

Analysis

Employee engagement has declined in recent years, reflecting the personal and cultural impact of our organisation-wide transformation. Our latest engagement score of 49 in June 2025 is below our target of 70 and continues a downward trend.

This shift in sentiment is closely tied to the significant changes we've made in response to industry and financial pressures. These changes spanning operating models, leadership, and cost structures have challenged long-standing behaviours and norms. While many employees are eager for faster progress, others are grappling with the implications of change, particularly where it disrupts familiar ways of working. In some cases, this discomfort reflects the very cultural issues we are working to address.

Additional factors influencing engagement include:

- **Restructuring and accountability transitions**
- **Job uncertainty and change fatigue**
- **Perceptions of limited transparency**, particularly around the sharing of Organisational Health Index (OHI) survey results.

We acknowledge the impact these changes have had on our people. Their feedback is shaping how we lead through this transition and how we support our workforce.

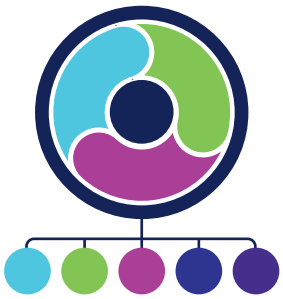
Importantly, a degree of reduced engagement is anticipated during periods of foundational cultural change. In fact, shifts in sentiment can serve as early indicators that our transformation efforts are reaching the deeper, more embedded behaviours we aim to evolve. While these results are not taken lightly, they suggest that we are engaging with the right challenges to build a more aligned and resilient culture.

There are early signs that our response to the Elizabeth Broderick & Co. findings is having the intended impact on our employee engagement. Improvements in areas such as leadership values (74%, +1), respectful behaviours (66%, steady), and communication from leaders (70%, +1) suggest that our cultural reset is gaining traction. While these shifts are not yet reflected in overall engagement scores, they are encouraging indicators that our efforts are beginning to resonate and drive the right cultural outcomes.

Looking ahead, we are focused on rebuilding engagement through the implementation of our **target culture**, **culture strategy**, and **3-year roadmap**, supported by strengthened executive governance and Board oversight. The target culture design below builds on our cultural strengths, areas of opportunity and sets out what we need to strengthen in the future.

Our target culture underpinned by our values

See page 8 for details.



Prioritising our people and cultural transformation

Creating a work environment that is diverse, inclusive, and respectful — where our people feel proud and empowered to reach their full potential. We will continue to develop and enhance our culture, with a focus on creating an employee experience that attracts, retains and nurtures the outstanding talent shaping our future.

Key activity

Cultural transformation through embedding a culture of trust, care and accountability by adopting all recommendations from the Elizabeth Broderick & Co. 2023 Progress Review. We will also continue to develop and embed our reconciliation action plan as well as other key diversity and inclusion activities.

As part of our efforts to develop and enhance our culture, we continued to implement the Elizabeth Broderick & Co. (EB&Co.) 2023 Progress Review recommendations. Highlights of the EB&Co. implementation include:

Enhancements to the role of the Culture Reform Board (CRB)

- CRB membership has been reset with 18 appointed representatives – 80% operational employees and a 70/30 male-female split – reflecting workforce demographics and supporting the next phase of culture improvement.
- An independent adviser has commenced alongside the Executive Chair and Chief Risk, Noise and Environment Officer, enhancing culture governance through direct CEO reporting and regular Board updates.

Leadership capability

- Continued investment in our talent, leadership and organisational capability through the commencement of a new Ability to Execute (A2E) program.
- The strengthening of our recruitment processes, with particular focus on comprehensive assessment of capability for leadership and program management roles.
- The launch of the psychological safety eLearn initiative reinforced the importance of developing trust, resilience and growth, positioning the workforce for sustained transformation and success.

Safety and respect at work

- The completion of an external and independent review of Safe Place with extensive engagement across the organisation to increase transparency and build trust with our people.
- The release of a new Code of Conduct and Respectful Workplace Behaviours policy.
- The continued roll-out of the Bystander program.

All remaining EB&Co. recommendations have now been fully incorporated into the Culture Improvement Program.

The Culture Improvement Program

The Culture Improvement Program, which commenced in February 2025, includes specific initiatives to foster a high-performing, safe and respectful culture, grounded in trust and in service of our people, customers and community. Highlights to date include the implementation of role clarity cards, the launch of our digital platform 'Culture Hub', and the relaunch of our rewards and recognition program. Please refer to the equal employment opportunity report for additional details.

Case Study

Respectful Workplaces — Bystander Training Program

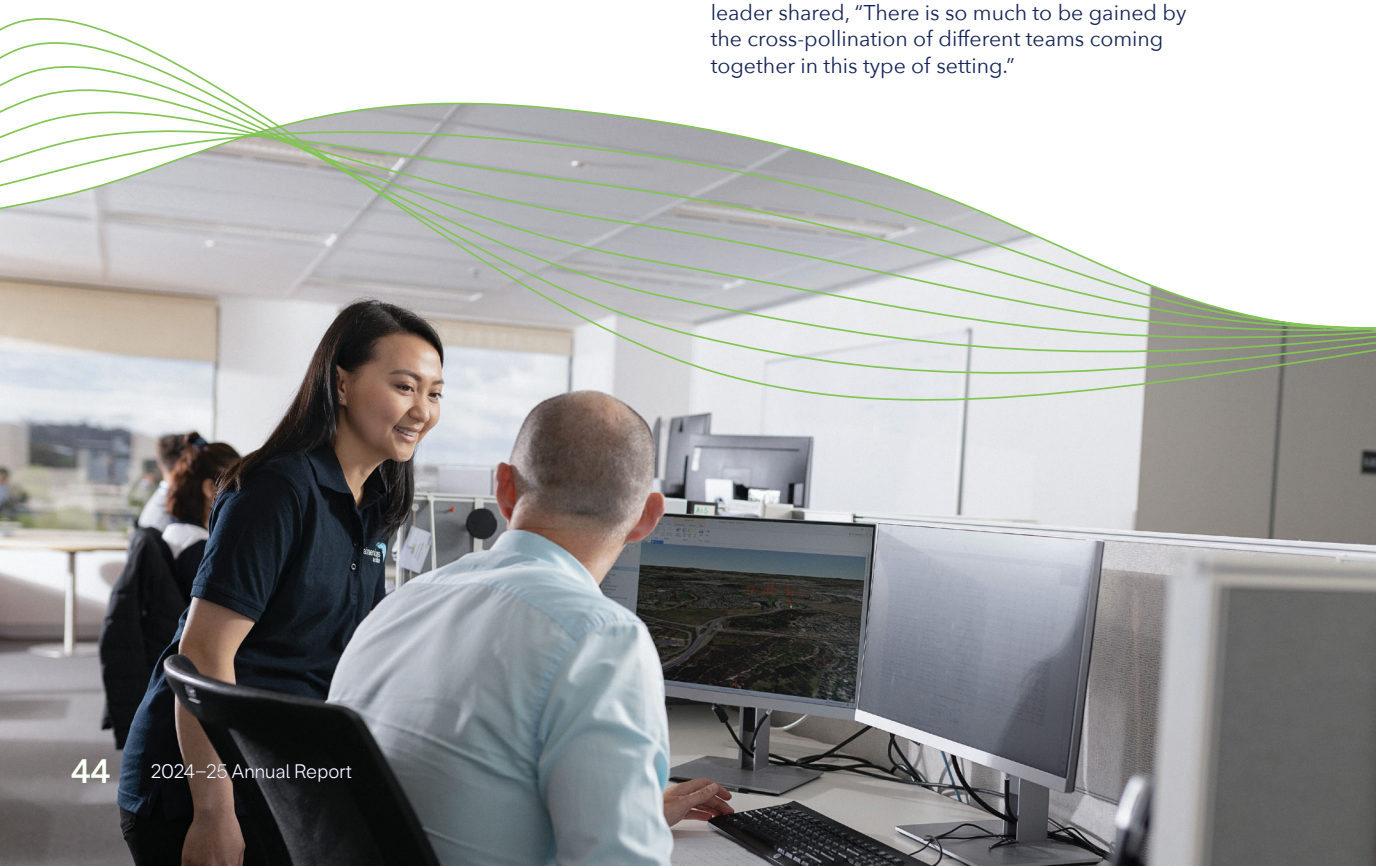
Airservices continued its commitment to building respectful and inclusive workplaces through the sustained delivery of its Bystander training program. Participant feedback indicates the training is driving more proactive use of support mechanisms such as our Safe Place function, highlighting its value in strengthening our workplace culture.

In a significant step forward, the program was extended to ARFF and air traffic controller recruits in financial year 2024–25, embedding a preventative approach from the outset of their careers.

> This ensures new team members are equipped early with the tools to identify and respond to inappropriate behaviour, or seek support when needed, reinforcing a culture of accountability and psychological safety.

The Bystander program remains one of the most impactful learning experiences offered across our organisation. It encourages participants to reflect on their role in shaping workplace culture and provides practical strategies for navigating ethical dilemmas. Themes such as diversity, inclusion and respectful conduct are explored through real-world scenarios, helping individuals become more confident and conscientious contributors to a positive work environment. At the time of this report, we have delivered face-to-face sessions to 27% of our people, or 1,011 employees.

ARFF attendees make up 39% (392) of participants. Training sessions held at locations like Sydney ARFF station have seen strong cross-departmental participation, with leaders actively encouraging broader engagement. As one Sydney ARFF line leader shared, “There is so much to be gained by the cross-pollination of different teams coming together in this type of setting.”



Key activity

Talent and capability enhancement through building and supporting development for our workforce with strategic workforce planning, thereby advancing skills and capabilities, and cultivating the critical competencies to enable succession planning and manage talent risks.

During the financial year, we made significant strides in strengthening our talent and capability landscape, aligning our efforts with organisational priorities and cultural transformation. A centralised Learning & Development (L&D) strategy was implemented, underpinned by governance and financial controls to ensure consistency, accountability, and value for investment. A suite of curated L&D services is now accessible organisation-wide, supporting skill development and leadership growth at all levels.

Key initiatives included the rollout of Ability to Execute (A2E) (Lead and Essentials) and continued investment in an online commercial self-learning platform, offering scalable and tailored professional development opportunities. The A2E Essentials program targets 350 leaders in calendar year 2025, and has progressed to the 'team talks' phase, facilitating broader capability uplift and a unified working language.

Leadership development was reinforced through the Leadership Engagement Forum, fostering strategic priority alignment and a collaborative approach among senior leaders. We also celebrated the graduation of a total of 135 participants from the Aspiring Leaders Program since it began, enhancing our succession planning and leadership pipeline.

Compliance learning was enhanced with the launch of 'The Essentials' – a refreshed and streamlined mandatory learning curriculum – designed for impact and efficiency. Learning program effectiveness and return on investment continue to be monitored across all learning products.

These initiatives contribute to building a capable and resilient workforce that is equipped to deliver on our goals.

Key activity

Workforce resilience through building our workforce capability to deliver services by recruiting additional air traffic controllers and fire fighters, and optimising the deployment and availability of existing workforces.

We are continuing to build resilience within our operational workforces with continued focus on recruitment and training of air traffic controllers and fire fighters. We currently have 1,002 full-time equivalent air traffic controllers. We introduced 62 newly endorsed air traffic controllers into our operations in financial year 2024–25, and we are continuing to recruit and train new controllers, with an additional 50 anticipated to be endorsed by the end of December 2025.

An additional 90 operational fire fighters also commenced with us during the year, further strengthening workforce numbers. We currently have 902 full-time equivalent aviation rescue fire fighters and Fire Officers.

> These positive achievements are part of our overall strategy to increase service resilience, improve service performance and plan for additional future services.

Performance outcome

Fostering the drive towards zero harm

Key performance indicator	2022–23 Result	2023–24 Result	2024–25 Target[1]	2024–25 Result[2]	Assessment
Total recordable injury frequency rate (TRIFR)					
Total recordable injury frequency rate is defined as occurrences per million hours worked, resulting in an injury that requires medical treatment from a legally qualified medical practitioner, or a person to be absent for any complete day or shift, after the day upon which the injury occurred, or both.	10.4	10.4	<10.0	**7.6**	**Met**
Lost time injury frequency rate (LTIFR)					
Lost time injury frequency rate is the number of lost time injuries per million hours worked within a given reporting period and includes all work-related injuries that have resulted in one or more days/shifts' work absence.	N/A	5.0	<5.0	**4.2**	**Met**

1 Source: Airservices 2024–25 Corporate Plan, page 27.

2 Rolling 12-month average result.

Analysis

In financial year 2024–25, both the total recordable injury frequency rate and lost time injury frequency rate were below target. Year-on-year, this represents a 27% reduction in TRIFR and 16% reduction in LTIFR. This reflects a positive shift in health and safety performance compared to the previous year.

Injury rates continue to be influenced by the physical demands of field-based roles, particularly within our ARFF workforce, where the majority of injuries remain associated with body stressing linked to operational and physical training.

A number of targeted initiatives have contributed to the improvement in health and safety outcomes. Our enhanced early intervention programs enabled rapid access to treatment for minor injuries, reducing the likelihood of escalation and supporting faster recovery.

> This approach also fostered a positive reporting culture, which ultimately supports long-term injury severity reduction.

Safety in design and risk reduction initiatives, including the ongoing work associated with the introduction of new fleet vehicles, facility upgrades to reduce hazardous manual tasks, and the implementation of targeted wellbeing programs, have aimed to improve physical and psychological resilience and reduce musculoskeletal injuries. In particular, the ARFF health and wellbeing initiative provided structured support for strength, conditioning and fitness, directly targeting injury prevention in high-risk roles. Additionally, the Psychosocial Risk Improvement Program utilised data from multiple sources to identify systemic risks, enabling implementation of organisational-level controls.

Prioritising our people and cultural transformation

Safety culture

As part of our strategic commitment to fostering zero harm, we have continued to embed a culture that prioritises the safety, health and wellbeing of our people in all aspects of our operations. In alignment with our people and culture transformation agenda, we have strengthened organisational capability to identify and manage people safety risks.

Key work programs progressed in financial year 2024–25 include the Psychosocial Risk Improvement Program, revising the Physical Aptitude Test for ARFF recruits, WHS Critical Control Management, Electrical Switchboard Replacement Program, uplifting Occupational Health Monitoring and strengthening our rehabilitation support through the introduction of Supportive Occupational Airservices Rehabilitation.

> These initiatives reflect our continued commitment to building a safer and healthier organisation for our people and for those we serve.

Aviation rescue fire fighting (ARFF) NexGen, facilities and environment

Transforming our ways of working by using new and emerging technologies in the ARFF service environment.

Key activity

Improving work environments to provide an inclusive, safe and engaging environment for our people.

We are committed to fostering a safe, inclusive, engaging, and sustainable work environment that reflects our values and supports our people. By doing this, we strengthen overall employee engagement and reinforce the critical role both play in delivering our valued services. We are leveraging technology and data-driven solutions to automate processes and enhance the management of our facilities to support this commitment.

We are progressing programs to uplift our facilities, including the installation of diesel particulate matter direct source capture systems. Safety initiatives focusing on Leading for Safety, which is a leadership-led Safety Conversations program based on a model of Care, Courage and Curiosity, as well as Critical Control Management are being rolled out to create a more resilient system to manage our health and safety risk.

Performance outcome

Net zero emissions by 2050

Key performance indicator	2021–22 Result	2022–23 Result	2023–24 Result	2024–25 Target[1]	2024–25 Result	Assessment
Net carbon emissions						
Net Carbon Emissions refers to the impact on environment as defined by Scope 1, 2 and 3 emissions. These emissions mainly derive from support to the aviation industry, our operations, procurement, and infrastructure improvements (measured annually).	221,746[2] tCO_2e	150,596[2] tCO_2e	37,821[3] tCO_2e	<150,596 tCO_2e	**35,972[3] tCO_2e**	**Met**
Significant environmental events	N/A	N/A	0	0	**0**	**Met**

1 Source: Airservices 2024–25 Corporate Plan, page 27. Target based on 2022-23 result using prior methodology, see Changes in performance measures section.

2 Historical reporting on net carbon emissions was a year retrospective. Emissions data now aligns with the year in which it occurred due to improvements in data collection.

3 Scope 3 emissions sources included in financial years 2023–24 and 2024–25, along with their greenhouse gas (GHG) protocol Scope 3 Standard category are: Category 3 including the extraction, production, and transport of energy sources and the transmission and distribution losses associated with electricity use; Category 5 solid waste disposal and treatment sent to landfill; Category 6 business travel including domestic hire car, domestic accommodation, and domestic commercial flights.

Analysis

We continued to progress our aspiration to become net zero by 2050 with the publication of our revised Environmental Sustainability Strategy in January 2025.

Airservices has adopted the Climate Action in Government Operations (CAIGO) Emissions Reporting Framework for the calculation of net carbon emissions for the 2023–24 and 2024–25 financial years. As a result, only scope 3 emissions categories mandatory under CAIGO have been included, including fuel and energy related activities, waste generated in operations and business travel.

The decrease in 2024–25 net carbon emissions compared to 2023–24 is a result of reduced business travel.

Although results under the new methodology are not directly comparable to previous years, scope 1 and 2 emissions remain comparable and reflect our operational emissions footprint.

Previously reported scope 3 emissions focusing on spend based models have been discounted to allow alignment with recognised Commonwealth reporting frameworks.

> Our strategy establishes the pathway to achieving our environmental sustainability targets, including reducing our carbon footprint by 43% by 2030, while also guiding us towards net zero by 2050 for our operations.

Ongoing efficiency initiatives, in addition to relocation of our Sydney Corporate office and the connection of our facilities in the Pilbara to the North-West Interconnected System for mains power, has enabled a reduction of emissions from our facilities offsetting growth in CMATS as part of OneSKY Australia.

We demonstrate our commitment to environmental stewardship and our role in mitigating climate change by working towards a more ambitious target in the reduction of our carbon emissions. We are also integrating climate risk assessments and adaptation measures to better prepare for and respond to the impacts of climate change.

Case study

Cross-boundary UPRs: efficiency beyond borders

The introduction of advanced navigation systems and changed air traffic control procedures have allowed for progressive increase of User Preferred Routes (UPR) where airlines can specify their own flightpath based on weather conditions and various other factors, rather than following published airways.

For example, by taking advantage of tailwinds and avoiding headwinds, airlines can reduce flying time and thus the amount of fuel used by the aircraft.

UPR is already used in Australian-managed airspace over the Pacific and Indian oceans and across large areas of upper airspace across the Australian mainland. During the financial year 2024–25, over 42,000 metric tonnes of CO_2 emissions in Australian-managed airspace were avoided as result of UPRs. This is the equivalent of over 3,500 Sydney to Melbourne flights (based on typical narrow-body fuel use).

In addition to supporting UPR in Australian-managed airspace, Airservices continued to participate in an Asia-Pacific regional trial of cross boundary UPR. Prior to the regional trial which commenced in 2024, the use of UPR on international routes has been limited due to the complexity of coordinating routes across international airspace boundaries and with airspace managed by different air navigation service providers (ANSPs).

The trial saw Airservices collaborate with the ANSPs of Indonesia, Singapore and New Zealand, as well as airlines Qantas, Air New Zealand, Garuda Indonesia and Singapore Airlines, to implement UPR on 38 different scheduled routes between Australian/New Zealand and Indonesian/Singaporean airspace.

Participating airlines have reported significant fuel cost saving benefits from the cross-boundary UPR trial, with one carrier recording close to a 2,000kg saving on a single Hong Kong to Sydney flight as they were able to maintain their UPR tracking whilst transiting through Indonesian and Australian airspace including across the flight information region boundary.

Airservices will continue to support the expansion of cross-boundary UPR and has worked with the International Air Transport Association's (IATA) Asia-Pacific regional office to jointly secure three new carriers – Cathay Pacific, Jetstar and Fiji Airways. This will allow for more city pairs to be utilised on an expanded UPR trial of 70 different scheduled flights per day.

> Further, from July 1 2025, the cross-boundary UPR trial now includes 2 new ANSPs – Fiji Airports and NiuSky Pacific (Papua New Guinea) – to realise the benefits of flexible routing through greater use of expanded airspace, including reductions in carbon emissions to help meet the International Civil Aviation Organization's (ICAO) long-term aspirational goal for the global aviation sector to reach net-zero carbon emissions by 2050.

Aviation rescue fire fighting (ARFF) NexGen, facilities and environment

Transforming our ways of working by using new and emerging technologies in the ARFF service environment.

Key activity

Identifying and managing per- and poly-fluoroalkyl substance (PFAS) and, where practicable, remediation including minimising human health and environmental impact.

Airservices' strategic management of PFAS seeks to achieve the appropriate balance of protecting operational service delivery, meeting our environmental obligations, managing stakeholder expectations and ensuring financially sustainable decision-making.

The Airservices National PFAS Management Program involves 2 key phases:

1. site characterisation; and
2. management, remediation, and monitoring.

The site characterisation and investigation phase are nearing completion. All planned preliminary site investigations have been finalised, and of 15 planned targeted site investigations, 9 have been finalised and a further 6 are currently being drafted awaiting finalisation. At the conclusion of the period, there were 12 detailed site investigations, with 10 draft reports complete and 2 still in progress.

The outputs of site characterisation work allow Airservices to determine what management, remediation and monitoring actions are required at a particular site. Our approach is to manage PFAS impacts through a range of corrective actions, and where this is not practicable or does not adequately address the risks, we look to undertake remediation.

Our remediation activities at the Launceston former fire training ground are now complete and are documented in more detail in the case study 'Successful PFAS Remediation at a Launceston's Former Fire Training Ground'. Remediation Action Plans for the main fire station and fire training ground at Canberra airport and the former fire training ground at Rockhampton airport have been finalised. Remediation at these sites will proceed when approvals under the EPBC Act and the Public Works Committee are obtained. Remediation planning is underway at a further six airports: Mackay, Brisbane, Avalon, Karratha, Perth and Melbourne.

In addition to the remedial works, we have taken a number of actions to manage PFAS impacts. These include the completion of improvement works to stormwater infrastructure to reduce PFAS migration from our leased sites at Canberra, Melbourne, Hobart, Launceston and Sydney. We have also removed and disposed of PFAS-impacted material (soils and stockpiled spoil from other works) from airports at Hobart, Launceston, Perth, Alice Springs, Yulara, Avalon and Sydney. We are progressing the installation of wastewater treatment at four locations during the 2025 calendar year.

On 19 December 2024, Airservices provided a submission to the Senate Select Committee on PFAS. We were subsequently called to appear before the Launceston hearing of the inquiry on 12 March 2025 and facilitated a visit to the remediation activities for Senators Ghosh and Thorpe the day prior.

We have re-engaged the Queensland Alliance of Environmental Health Science (QAEHS) from the University of Queensland to continue its independent longitudinal PFAS exposure study with current and former ARFF service and Emergency Vehicle Technician (EVT) employees. The continuation of the study will comprise two rounds of blood collection between 2025 and 2027. The overall objective of this study is to continue to assess PFAS exposure among current and former ARFF service and EVT employees by measuring PFAS blood concentrations over time. The outcomes of the study will be used to confirm the adequacy of existing controls in mitigating the potential for exposure to PFAS in the workplace.

The next phase is a follow-up study to two previous Airservices Australia Exposure Studies conducted in financial year 2013–14 and again in financial year 2018–19, and a subsequent study funded by the National Health and Medical Research Council.

Case study

Successful PFAS remediation at Launceston's former fire training ground

PFAS remediation works at the former fire training ground at Launceston airport involved the remediation of ~25,700 cubic meters of PFAS impacted soil and infrastructure with the aim to remediate 90% of the estimated residual PFAS mass.

The primary goal of the remediation was to reduce the PFAS footprint on-site by removing a known source, to minimise exposure and potential migration off-site.

> Our remediation works were significantly supported by a wholly indigenous-owned company who built the enabling environment for the delivery of the main remediation works.

This included all elements of site set up, pads, shed, and roadways and provided the workforce and machinery to deliver the physical remediation scope.

The development of the Remediation Action Plan and the delivery of the works has been overseen by a qualified Contaminated Land Auditor acting as Independent Assessor, as required under the Environmental Remediation Order issued to Airservices by the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts.

Remediation works commenced in October 2024, with practical completion on 30 June 2025. This milestone includes the completion of all remediation works as specified in the Remediation Action Plan developed for the site. Airservices submission to the Public Works Committee included a whole-of-life cost for the proposed works of $24 million, with the works delivered within budget. Following the successful completion of remediation activities, an ongoing monitoring program will determine and quantify the success of the initiative.

Performance outcome

Community acceptance of the value of aviation

Key performance indicator	2022–23 Result	2023–24 Result[5]	2024–25 Target[1]	2024–25 Result[2]	Assessment
Total annual change in complainants, relative to, total annual change in movements[3] Represents the year-on-year change in the number of movements managed by Airservices annually, including Regular Passenger Transport (RPT), General Aviation, Freight and Medical flights, compared with the year-on-year change in complainant numbers recorded by the Noise Complaints & Information Services.	N/A	1.014	Δ complainants / Δ movements <1	**0.807**	**Met** ✓
Aircraft Noise Ombudsman (ANO) complaints investigations initiated[4] Represents the number of new complaint investigations initiated by the Aircraft Noise Ombudsman.	N/A	3	<4	**4**	**Not met** ✗

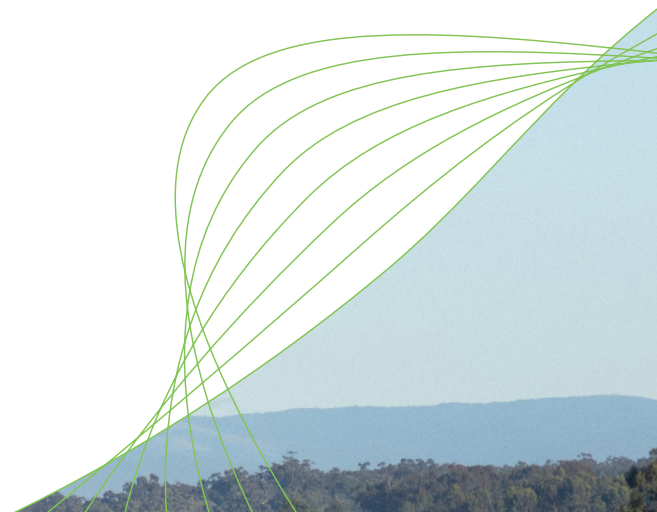
1 Source: Airservices 2024–25 Corporate Plan, page 27.

2 Rolling 12-month result.

3 The presentation of the results was changed in 2024–25 to better reflect how our performance is measured. Refer to 'Changes to performance measures' on page 66 for further details.

4 The methodology and Corporate Plan KPI target was updated in 2024–25 to better reflect how our performance is measured. Refer to 'Changes to performance measures' on page 66 for further details.

5 The 2023–24 result has been restated using the updated methodology.



Analysis

Complainant numbers have decreased at a much greater rate than aircraft movements during the year on a 12-month rolling basis.

This decrease has primarily been driven by a reduction in complainants, as well as complaints, in Brisbane and Sydney, both of which decreased by around 30% on the previous year. We do not interpret this as an indication of improved satisfaction with operations or aircraft noise in either of these locations, and we are continuing to work to implement improvements where practicable in both locations.

We have continued to proactively engage the Brisbane community on actions identified through the Noise Action Plan for Brisbane. We introduced the first major flightpath changes in November 2024 to support greater use of Simultaneous Opposite Direction Parallel Runway Operations (SODPROPS), where both arrival and departures occur over water, where conditions allow. Every flight managed in SODPROPS mode reduces the impact of aircraft noise on hundreds of thousands of Brisbane residents. While weather conditions have not supported the use of this mode to the extent we would have liked, we continue to look for every opportunity to safely use it.

We have also actively engaged with Hobart communities on potential improvements identified in the Post Implementation Review of flightpath changes made in 2019. A Noise Abatement Procedure was implemented in December 2024 to more equitably share arrival operations to the southern end of Hobart Airport's runway. This has been hugely successful in balancing these movements and providing respite to more densely populated areas closer to the airport.

> We have seen a reduction in complaints investigations initiated by the Aircraft Noise Ombudsman during the year, and we continue to look for opportunities to reduce noise impacts across our airspace.

Prioritising service-level upgrades and aerodrome expansion

Establishing essential services to match our customer needs, while balancing outcomes for all our stakeholders.

Key activity

Community engagement through continuous improvement of our processes to deliver noise and flight-path-change information to the community through active engagement such as the Noise Action Plan for Brisbane.

Our Community Engagement Standard (CES), introduced in September 2023, was applied to our flightpath change engagement programs in Ballina and Bankstown, and in our planning for Western Sydney International Airport detailed design engagement, which will be conducted in financial year 2025–26. Engagement on the Noise Action Plan for Brisbane is also framed around the core elements of the CES, but with some variance based on feedback from the Brisbane community and agreement of the final adopted approach.

> Notably, we have received excellent uptake of the CES from other providers of flightpath design services, with proposed changes at smaller regional aerodromes being progressed at the request of airlines also applying the CES process.

We have further improved our aircraft operations and noise information tools across the year. We added a rainfall layer to WebTrak to show the location of bad weather, which provides a visible explanation when aircraft are tracking off published flightpaths around these areas. Complainant heat mapping was added to Aircraft In Your Neighbourhood to visually represent complaint 'hot spots' in each major airport location. We also introduced video information to support engagement on flightpath changes, providing more easily interpreted visual explanations of proposed changes.

Noise abatement procedure (NAP) reporting was also released on Aircraft In Your Neighbourhood for all major Australian airports. This includes Sydney, Brisbane, Melbourne, Perth, Adelaide, Hobart, Canberra, Gold Coast, Cairns and Sunshine Coast. Sydney reporting has been available online since 2019. Brisbane NAP reporting was released in July 2024 and was used as a prototype to develop reporting for other major airports, which were released from May 2025, with the reporting dating back to 1 January 2025.

Case study

Reshaping Sydney Basin flightpaths

Developing a new airport comes with its own challenges, including working within the existing airspace environment. A key milestone on the path to opening WSI airport in 2026 is the publication of the Environmental Impact Statement (EIS) and the authorisation of flightpaths.

We have actively cooperated with the Department of Infrastructure, Transport, Regional Development, Communication, Sport and The Arts (the Department) over financial years 2023–24 and 2024–25 on the development of the flightpaths presented in the EIS for WSI airport published on 7 November 2024. Our involvement played a key role in ensuring the impact of the new flightpaths on communities was minimised as far as practicable.

The preliminary flightpaths depicted in the final EIS were authorised by the Minister for Infrastructure, Transport, Regional Development and Local Government (Minister) on 4 June 2025.

Our cooperation, collaboration, and support

During the last financial year, between November 2023 and January 2024, the Department – supported by Airservices' community engagement and flightpath design teams – conducted 14 community information and feedback sessions, one online session and 11 pop up stalls at local markets to engage on the draft EIS.

At the same time, we conducted additional engagement on the potential effects of new aircraft movements at WSI airport, alterations to the airspace for other Sydney Basin airports, and cumulative impacts arising from these changes with communities outside the EIS area. These communities were identified as potentially experiencing a noticeable change in operations, particularly during night-time hours.

We provided input to the Submissions Report which addresses all 8,477 submissions received in response to the draft EIS.

In response to the submissions, the Department made 5 changes to the preliminary design contained in the draft EIS. In August 2024, we supported the Department's targeted community engagement in 5 locations which would notice these changes, ahead of the final EIS being published in November 2024.

Next steps

The Minister's authorisation of the flightpaths marked the transition of responsibilities from the Department to Airservices. We will now conduct detailed design community engagement, which will focus on raising awareness of the flightpaths to help communities understand what to expect when the airport opens in 2026. We will also engage on Noise Abatement Procedure and our noise monitoring plans.

Performance outcome

Enabling 30% increase in Australian air traffic movements[1]

Key performance indicator

Measured through our successes in enabling industry growth, particularly developments at Western Sydney International airport, plans for the Perth new runway project and consideration of any impacts on flightpath design for the Melbourne Third Runway.

1 Source: Airservices 2024–25 Corporate Plan, page 27.

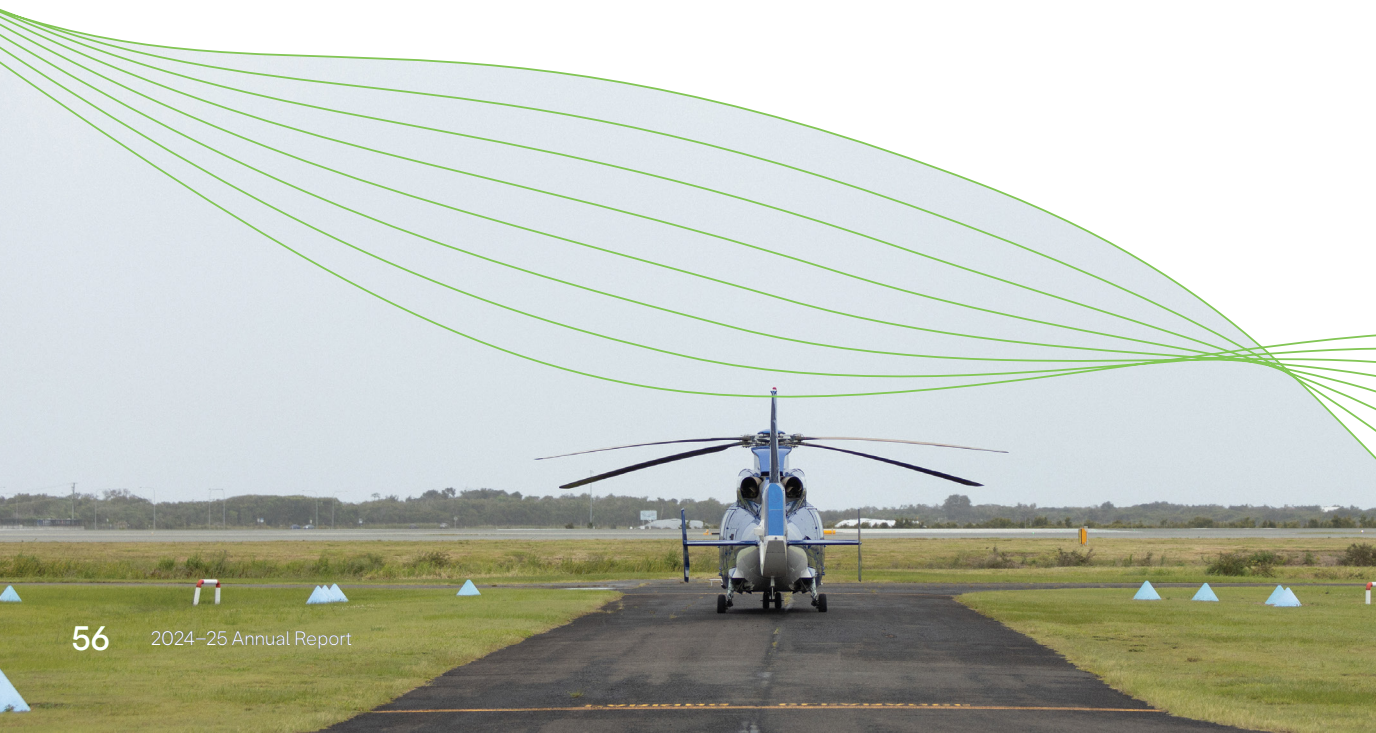
Analysis

The Australian aviation network recorded 3.9 million aircraft movements in financial year 2024–25 marked by the return of growth supported by strong tourism, easing inflation and a shared commitment to sustainable aviation.

Over the medium to long-term, we expect domestic passenger demand to outpace available fleet capacity, and growth in international traffic driven by relaxed visa entry requirements in key tourism markets. New technologies and aircraft types entering the market is likely to drive additional growth opportunities.

To support sustainable industry expansion, we will invest in capabilities and infrastructure to provide new services and establish essential services to match our customer needs while balancing outcomes for all our stakeholders. Planning for Melbourne and Perth runway expansions is underway.

We are also supporting regional Australia, as detailed in our 'Significant Attributable Safety Occurrences' section. We are progressing enhancements for safer aircraft operations in and around Ballina and exploring opportunities in the Pilbara region to enhance our capabilities and operations to improve safety in Western Australia. These safety improvements will foster long-term growth.



Aerodromes

Enabling the sustainable growth of Australian aerodromes, including supporting new runway developments at our major aerodromes and progressively improving our services at existing aerodromes now and into the future.

Key activity

Opening of Western Sydney International Airport in late 2026.

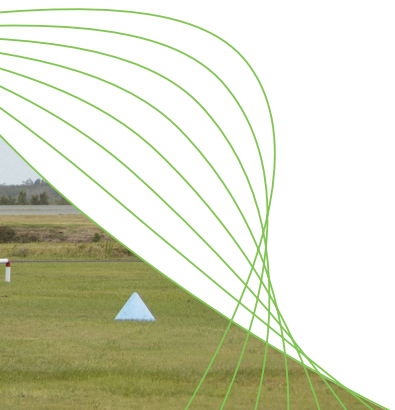
Progress on Western Sydney International (WSI) airport is on track.

The fit out of the Western Sydney Remote Tower Centre (CDC Eastern Creek) facility has now been completed with practical completion of that facility achieved. Installation of the Digital Aerodrome Service (DAS) system and equipment commenced in late June 2025. The Western Sydney DAS mast tower structure and camera crown were completed in June 2025, enabling works such as equipment shelter foundations and base, security fencing foundations and preparations for utilities connection to be undertaken. Navigation aids scope is also well advanced inclusive of instrument landing systems (ILS), surface movement radar (SMR) and multilateration (MLAT) aircraft tracking and surveillance systems.

The Airspace Change Proposal submission was completed in July 2025, to support the publication of new airspace arrangements whereby the Minister authorised the preliminary airspace and flightpaths on 4 June 2025. Planning is underway to commence Airservices-led stage 3 community engagement in mid-2025. The Expert Steering Group endorsed Environmental Impact Statement (EIS) which was released in December 2024. The former Minister for Environment and Water has provided advice to our Minister on the final EIS. In June 2025, the Minister accepted the EIS conditions and adoption of flightpaths as a matter of policy.

In September 2024, the construction of the Green Star-designed ARFF service facility at WSI airport commenced with initial earthworks which is progressing well and on track for practical completion and commission in early 2026. In early 2025, 4 new plug-in hybrid electric ultra large fire vehicles (ULFVs) for WSI arrived in Australia. These vehicles immediately underwent fit-out and vehicle acceptance testing and have already been integrated into fire fighting training exercises, including high reach extendable turret (HRET) operations and driver skills development.

> The new fleet is scheduled for commissioning in alignment with the opening of the ARFF station at WSI – with over 90% reduction in carbon emissions compared to the current fleet – marking a major advancement toward carbon neutrality.



Key activity

Streamlining our air traffic management with digital aerodrome services (DAS), boosting safety through real-time monitoring, and improving operational efficiency at Canberra. Creating a digital pathway for all our aerodromes to leverage into the future.

Significant progress has been made with DAS at Canberra Airport. The mast and crown are installed and the fit-out of the Canberra Remote Tower Centre at the Canberra Data Centre Hume is now complete. Equipment installation and system testing and evaluation activities are on track to complete to inform DAS implementation and operational procedures at WSI and to assist discussions with the regulator CASA.

Key activity

Planning for the Perth and Melbourne runway expansion and ensuring flightpath design aligns with best-practice community engagement. Consideration of any impacts on flightpath design in Melbourne if there is a decision to proceed with the proposed Melbourne Third Runway.

As we enter a period of unprecedented expansion of major airport operations across the country, Airservices remains conscious of the need to balance people's desire to travel for work and leisure, to have access to products from around the world and to support the country's economic prosperity through global exports, with the impact of aircraft operations on communities close to airports. With this in mind, we are working closely with Melbourne and Perth airports as they plan new runways which will increase the capacity of both of these major airports to service air travel demands.

Melbourne Airport's new third runway Major Development Plan (MDP) was approved by the Australian Government in September 2024. Among its conditions is the development of a Noise Sharing Plan and extension of the existing eastern runway.

> Airservices worked closely with Melbourne Airport during MDP community engagement, seeking to ensure our engagement obligations were met through this third-party led activity, and to understand community perspectives on aircraft operations, both current and future, at the country's second biggest airport.

Perth Airport's new parallel runway MDP was approved by the Australian Government in 2019. As the airport commences delivery of the on-ground infrastructure that will support the new operations, Airservices will soon be responsible for detailed flightpath design. Over the last year, in preparation, we have been focused on developing a clear plan to minimise the impact of aircraft operations through our detailed design. The plan, once completed, will seek to engage with communities to ensure a clear understanding of all proposed changes and will provide the opportunity to contribute to our design activity.

Uncrewed services

Preparing our skies for long-term integrated air traffic management to foster growth of uncrewed aircraft in a shared airspace.

Key activity

Developing the backbone of the uncrewed aircraft systems (UAS) ecosystem including deployment of a flight information management system (FIMS), developing fit-for-purpose data sets for UAS stakeholders, and strengthening existing surveillance capabilities to detect UAS around airports. This will enable a safe integration of uncrewed services into our existing operations.

Airservices continues to advance the integration of UAS into Australian airspace. In August 2024, we issued a Request for Information (RFI) to assess the technical feasibility of UAS Service Supplier (USS) capabilities from vendors interested in connecting to Airservices' FIMS.

> The response was encouraging, with several vendors demonstrating readiness to support the development of Australia's emerging UAS Traffic Management (UTM) ecosystem underpinned by FIMS.

Building on this engagement, a Request for Proposal was conducted in November 2024 to select the first cohort of USS to connect to FIMS. Onboarding of the three selected USS commenced in January 2025. Airservices will provide in-kind support to these industry-owned and operated USS, assisting with development, testing, regulatory assurance, and operationalisation activities in preparation for the launch of FIMS-enabled UTM capabilities in late 2025.

In partnership with the Civil Aviation Safety Authority (CASA), we expanded the Automated Airspace Authorisations (AAA) trial to include five additional airports – Broome, Cairns, Essendon, Hobart, and Coffs Harbour – bringing the total to 10. The AAA trial enables eligible licensed and registered commercial drone operators to receive near-instant authorisations to safely operate around airports. This capability will transition to an ongoing FIMS feature by the end of 2025 and will be available at all civil controlled airports across Australia. The UAS industry has welcomed this development, which supports fast and streamlined access to airspace.

We continue to engage with the aviation sector through the Uncrewed Services Advisory Network, which provides a valuable forum for industry input on our development of new services and capabilities. In March 2025, Airservices participated in the Avalon Australian International Airshow, presenting alongside industry partners to highlight our support for the growing UAS sector and preparations for future Advanced Air Mobility operations.

Case study

Supporting the birth of Australia's UTM ecosystem

Market research commissioned by Airservices indicates that the number of UAS flights in Australia is expected to grow from approximately 1.5 million in 2025 to more than 60 million annually by 2043. This rapid growth will significantly increase airspace complexity and drive a fundamental shift in how air traffic is managed. To safely and efficiently accommodate this demand, Australia's air traffic management system must evolve, embracing greater automation and digitisation.

The Australian Government, through its Aviation White Paper, has outlined a clear direction: Australia's UTM ecosystem will be delivered through an open market model. This represents a step change in how aviation services are provided, with industry playing a key role in delivering UTM capabilities.

Under this model, UAS Service Suppliers (USS) will develop and operate their own applications, which will connect to Airservices' Flight Information Management System (FIMS) to access authoritative data and decisions. These connections form the foundation of the UTM ecosystem. To support the safe and timely introduction of these services, Airservices is providing in-kind support to the initial USS cohort as they prepare to commence operations.

While the policy direction is clear, operationalising an open market UTM ecosystem is a complex undertaking. Australia will be among the first countries in the world to implement such a model, and close collaboration between Airservices and USS is essential to navigate the challenges and opportunities ahead of the planned go-live in late 2025.

Through an open Request for Proposal process, Airservices selected the first cohort of three USS to connect to FIMS. We are supporting these providers by sharing our expertise to assist with capability development, regulatory assurance, and operational readiness. In turn, the USS are documenting their onboarding experience to help streamline the process for future entrants to the market.

> Airservices is proud to be working in partnership with industry to deliver Australia's open market UTM ecosystem. This collaboration reflects our commitment to enabling a safe, sustainable, and thriving UAS sector for the benefit of all Australians.

Cooperation

Defence

Defence, primarily through the Royal Australian Air Force, provides air navigation services and infrastructure as well as air traffic services and rescue and firefighting services at military air bases.

Airservices and the Department of Defence maintain a cooperative relationship to ensure the safe, secure and efficient management of Australian airspace. The OneSKY program is a key collaboration between Airservices and Defence, integrating civil and military air traffic management to enhance operational capability and national security. This cooperative relationship also extends to shared communications, navigation and surveillance infrastructure, joint operations centres for coordinated responses, and the management of shared airports.

International engagement

International cooperation remains integral to achieving our purpose. Airservices is one vital part of a tightly integrated global aviation industry, working in coordination with international partners to ensure and the delivery of safe, efficient, and harmonised airspace management across international boundaries.

Through our Statement of Expectations, our Minister expects us to function in conformity with Australia's international obligations, including the requirements of ICAO, and provide assistance and advice in relation to the Government's Asia Pacific aviation capacity and capability building initiatives.

We maintain active and strategic partnerships with regional and global aviation stakeholders, including ICAO and neighbouring ANSPs, to ensure alignment with international standards and adoption of best practices.

Activities

In financial year 2024–25, Airservices advanced aviation safety, efficiency and strategic partnerships through a range of international initiatives, reflecting and maintaining our cooperative relationships.

Civil Aviation Safety Authority (CASA)

We maintain proactive and transparent engagement with CASA through multiple channels to ensure alignment on safety and operational matters.

Fortnightly meetings are held to discuss key change programs, project timelines, milestones, and emerging challenges. Recent discussions have focused on the Visual Surveillance System – Manoeuvring project and existing line-of-sight obstructions across aerodromes. A National Action Plan to address line of sight non-compliances will be progressed through these engagements, alongside the development of steering and working committees.

We also have fortnightly governance meetings to discuss the Ballina Enhanced Services Program to support critical decision alignment regarding Ballina aerodrome control service and airspace changes.

There are monthly national ATS unit briefings to provide regular updates on service performance and progress against corrective actions at locations where challenges have been identified in delivering the approved Air Traffic Services (ATS) and maintaining the appropriate supervisory coverage. These briefings support ongoing regulatory oversight related to existing staffing safety findings and demonstrate our commitment to continuous improvement and achieving ATS service resilience.

We provided monthly service level reporting throughout 2024-25, detailing where we were unable to meet the service level expectations and our plans to remediate in accordance with our Statement of Expectations – 4 Service Level. We continue to focus on having strategies in place to ensure Air Traffic Services and Aviation Rescue Fire Fighting Services are delivered in accordance with the expectations outlined at 4(a), 4(b), 4(c), 4(d), 4(e) and 4(f).

Indonesian Transport Safety Assistance Package (ITSAP)

In financial year 2024–25, Airservices delivered 24 activities under ITSAP to strengthen aviation safety and capability in partnership with AirNav Indonesia and the Directorate General of Civil Aviation (DGCA). Key outcomes included strategic alignment on organisational priorities, support for corporate strategy development, and staff exchanges that enabled flexible routing operations across shared airspace, contributing to regional User Preferred Routes (UPRs) trials, which offer fuel and emissions savings.

Papua New Guinea Memorandum of Understanding (PNG MoU)

Under the PNG MoU, Airservices worked with NiuSky Pacific Limited (NSPL) to enhance air traffic management and Aeronautical Information Management (AIM). These efforts improved safety and efficiency along the Australia-PNG airspace boundary and enabled NSPL's participation in the regional UPR trial, this is further detailed in our environmental case study. We also shared our AIM transition experience to help NSPL develop a roadmap for similar advancements.

Pacific and broader international engagement

Working with Department of Foreign Affairs and Trade's (DFAT) Pacific Aviation Office, Airservices improved operational communications in Nauru and hosted the 20th South-West Pacific Safety Forum to share safety practices and an assessment of ARFF service capabilities. Engagements with New Zealand, Japan, Thailand, and Malaysia focused on shared aviation challenges and showcased Australia's progress on key initiatives like OneSKY, digital aerodrome services and uncrewed services. Airservices also maintained relationships with global counterparts including the FAA, AirNav Ireland, and UK NATS.

International Civil Aviation Organization (ICAO) and Civil Air Navigation Services Organisation (CANSO)

Airservices played a key role in shaping global aviation standards through active participation in ICAO and CANSO forums. In collaboration with Australian government agencies, Airservices contributed to global and regional standards development aligned with national strategic interests. Staff participated in 11 ICAO global panels and 18 regional working groups, leading efforts to improve aircraft separation standards, terminal airspace efficiency, and support for high-altitude and uncrewed operations. Technical leadership was also provided in advancing space-based VHF communications and global frequency planning, particularly for regions with limited infrastructure.

Through CANSO, Airservices engaged with peer organisations to address global challenges, promote civil-military cooperation, and support the integration of uncrewed services.

Risk profile

Airservices performs an integral role in the Australian aviation industry and continues to operate in an inherently volatile, uncertain and complex environment which creates both risk and opportunity for our business.

We manage and monitor a wide range of risks associated with our operational activities and change programs. We mitigate these risks by proactively identifying and assessing them, implementing controls, and adapting strategies to maintain operational stability and resilience.

We continually assess our risks, which change as our operating context evolves. Whilst there have been no significant changes to enterprise risks over the year, protective security risk, which has always been managed and monitored as part of our risk management framework, is now disclosed as a material risk in recognition of its increasing relevance in an evolving threat landscape.

Our material enterprise risk areas are outlined below:

Enterprise risks	Consequences and mitigants
There is an inherent and enduring **air navigation safety** risk which must be managed in the delivery of ATM and ARFF services.	We regard the safety of air navigation as the most important consideration in everything we do. We have a mature safety management system embedded into all aspects of our operations including workforce fatigue management, regulatory compliance, workplace health and safety, and technological systems.
As part of our commitment to minimising the environmental and community impacts of aircraft operations, we maintain measures and practices to minimise associated risks, including **aircraft noise**.	We continue to enhance our people and systems capabilities to understand and accurately forecast the effects of aircraft operations, including noise. We are committed to genuine engagement with our stakeholders. Our community-by-design approach to flightpath and airspace design ensures we operate in accordance with our Community Engagement Standard.
Constraints around our revenue and pricing model, and our heavy reliance on external factors beyond our control (such as traffic volumes) present a risk to our **financial sustainability**.	We are using an independent expert to assist in modelling our corporate financial plan, including understanding traffic sensitivities and economic impacts. We are actively pursuing opportunities to become more efficient and reduce transaction costs. We are achieving this by making our business model and capabilities more efficient, seeking to increase capacity and identify cost efficiencies. We are reviewing alternate approaches to our capital structure to better underpin financial sustainability into the future. We are actively engaging with industry stakeholders and the Australian Competition and Consumer Commission (ACCC) on regulated pricing.

Enterprise risks	Consequences and mitigants
Our commitment to **quality of service**, to delivering the service level our customers and stakeholders expect, relies upon our ability to: • grow, maintain and efficiently deploy a **workforce** of air traffic controllers and aviation rescue fire fighters capable of meeting demand • foster a culture of high performance built on principles of engagement, diversity and inclusion • maintain facilities and equipment that are reliable, resilient and available.	We have a range of strategies to manage the supply and availability of our operational workforce. We continue to increase our team of air traffic controllers through a pipeline of new trainees and targeted international recruitment. Additionally, we are maturing our leadership capabilities to enhance productivity and engagement. We have commenced a program of cultural transformation, which includes embedding a culture of trust, care and accountability, and promoting our reconciliation action plan and employee networks. We continue to mature our systems and processes to manage facilities and equipment. This ensures that they are maintained effectively to be reliable and available when needed. We are also making significant investments in our infrastructure and technology capabilities to meet the needs of our industry, including our OneSKY program and Western Sydney International Airport.
We are committed to the efficient and effective delivery of key **transformational projects** delivering benefits to the aviation industry including our OneSKY program and our contribution to Western Sydney International Airport.	We are focussed on portfolio and project delivery capabilities and work collaboratively with key stakeholders to ensure program benefits are realised. We continually review our progress on these major projects through internal and external assurance.
Climate change poses significant risk to our services as increasing frequency and severity of significant weather events disrupts services, limits capacity, and/or damages our infrastructure.	We are committed to operating in an environmentally sustainable way and ensuring our environment is protected, while striving to mitigate the impacts of climate change. We are taking direct action to improve the efficiency of our facilities, increase the use of renewable energy, reduce resource use, and improve our management of wastewater. We are undertaking work to assess, anticipate and manage the effects of climate change, and to create resilience in our operations as we modernise our services and invest in assets, and ensure efficient management of natural resources, targeting net zero emissions for our operations (scope 1 and 2 emissions) by 2050.
We face a number of challenges in relation to contaminated land, including funding the significant costs associated with **PFAS** management and remediation.	We continue to work closely with our stakeholders to ensure we are aligned with the strategies for the responsible identification, management, and remediation activities for PFAS. We are currently funding these activities through our operating budget; however, we are actively working with our stakeholders to devise a more suitable funding model.
We operate in an evolving threat landscape and are exposed to a range of protective security risks including **information, cyber, personnel, and physical security** that could compromise safety, disrupt our services, and impact operational resilience.	We continue to uplift our protective security including to ensure mitigations remain current as the threat landscape changes. Our cyber secure by design principle and processes ensure we have appropriate cyber controls in place across our technology. We have active security and threat monitoring and detection in place with response plans supported with ongoing staff training and awareness.

Changes to performance measures

The following table provides a summary on changes made to performance measures during financial year 2024–25 compared to the previous year.

Performance outcomes	Key performance indicators	Change to performance measure
Real reduction in cost to serve	Return on asset	We aligned Return on asset to industry definition which enables better alignment with industry benchmarking. Our new measure aligns with the generally accepted industry definition modelled on an enterprise Return on Assets based on Net Profit after Tax (NPAT) and total Fixed Assets. Our previous measure was calculated using Regulatory Return on Assets. The 2024–25 Corporate Plan KPI target was amended from >0% to -2.5% to reflect the updated methodology.
People engagement score	People engagement	We updated the engagement survey methodology to enable more insightful understanding of employee experience. Although the survey results are not directly comparable due to differences in methodology, they remain reasonably relatable and provide useful insights when considered in context.
Net zero emissions by 2050	Net carbon emissions	We updated the net carbon emissions calculation methodology to align with the Climate Action in Government Operations (CAIGOs) Emissions Reporting Framework. Our new methodology only includes scope 3 emissions categories that are mandatory under the framework. Although net carbon emissions are not directly comparable to previous years due to differences in methodology, scope 1 and 2 emissions remain comparable and reflect our operational emissions footprint. Previously reported scope 3 emissions focusing on spend based models have been discontinued to allow alignment with recognised Commonwealth reporting frameworks.
Community acceptance of the value of aviation	Total annual change in complainants, relative to, Total annual change in movements	We amended the presentation of the results to ensure there is clarity on the relationship between the change in complainants and change in movements. Our new approach shown as a ratio improves interpretability, supports more meaningful comparisons, and better reflects performance relative to operational scale. The previous way of reporting separate percentage change on complainants and movements did not clearly convey how these changes related to each other – especially when both metrics fluctuated independently.
	Aircraft noise ombudsman (ANO) complaints investigations initiated	We updated the methodology to provide a more accurate representation of complaints that required the ANO to initiate an investigation and conduct a review. Our new measure represents the monthly average of the number of complaints reviewed and closed by the ANO. Our previous measure was calculated based the number of complaints received by the ANO for the period, including those that did not require further ANO involvement. The 2024–25 Corporate Plan KPI target has been amended from a monthly average of <36 complaints to a monthly average of <4, given the updated methodology.

Financial Statements

For the year ended 30 June 2025

Financial statements contents

Australian National Audit Office

INDEPENDENT AUDITOR'S REPORT

To the Minister for Infrastructure, Transport, Regional Development and Local Government

Opinion

In my opinion, the financial statements of Airservices Australia (the Entity) for the year ended 30 June 2025:

(a) comply with Australian Accounting Standards and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and

(b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the Chairperson, Chief Executive Officer and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Board of Directors is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards and the rules made under the Act. The Accountable Authority is also responsible for such internal control as the Accountable Authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Accountable Authority is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Accountable Authority is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office

Saminda Maddumahewa

Audit Principal

Delegate of the Auditor-General

Statement by Chairperson, Chief Executive Officer and Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that Airservices Australia will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Board.

Anne T. Brown
Chairperson

Rob Sharp
Chief Executive Officer

Craig Webster
Chief Financial Officer

Canberra, 22 September 2025

Statement of Comprehensive Income

for the year ended 30 June 2025

	Notes	2025 $'000	2024 $'000
Continuing operations			
Income			
Airways revenues	1.1	**1,038,325**	1,006,915
Finance income	1.1	**23,800**	15,112
Reversal of previous asset write-down		**2,093**	–
Other business revenue		**24,183**	29,879
Net gain on disposal of non-current assets		**186**	–
Other income		**3,875**	1,929
Total income		**1,092,462**	1,053,835
Expenses			
Employee benefits	1.2	**803,955**	733,400
Suppliers	1.2	**414,646**	361,601
Depreciation and amortisation	2.3	**125,237**	120,628
Finance costs	1.2	**73,097**	51,337
Impairment loss on financial instruments	1.2	**3,601**	4,007
Write-down and impairment of other assets	1.2	**10,863**	14,689
Net loss on disposal of non-current assets	1.2	**–**	327
Total expenses		**1,431,399**	1,285,989
(Loss) before income tax		**(338,937)**	(232,154)
Income tax benefit	1.3	**101,845**	70,115
(Loss) after income tax		**(237,092)**	(162,039)
Other comprehensive income			
Items that will not be reclassified to profit or loss			
Changes in asset revaluation reserve		**23,339**	13,502
Actuarial gain on defined benefit fund	4.2	**20,913**	39,334
Income tax on items that will not be reclassified to profit or loss		**(13,276)**	(15,851)
Items that may be reclassified subsequently to profit or loss			
Gain/(loss) on foreign exchange hedges		**2,324**	(350)
Income tax on items that may be reclassified to profit or loss		**(697)**	105
Total other comprehensive income net of tax		**32,603**	36,740
Total comprehensive (loss)		**(204,489)**	(125,299)

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position

for the year ended 30 June 2025

	Notes	2025 $'000	2024 $'000
Current assets			
Cash and cash equivalents	3.1	**592,533**	323,223
Trade and other receivables	2.1	**105,240**	112,990
Prepayments		**15,008**	18,034
Inventories		**3,274**	2,986
Assets classified as held for sale	2.2	**1,469**	–
Other current financial assets	2.6	**1,833**	1,128
Total current assets		**719,357**	458,361
Non-current assets			
Prepayments		**36,662**	26,919
Property, plant and equipment[1]	2.3	**812,892**	840,294
Intangible assets	2.3	**55,002**	42,124
Assets under construction	2.3	**1,480,438**	1,150,704
Deferred tax assets	1.3	**374,731**	286,050
Defined benefit fund asset	4.2	**161,345**	146,789
Other non-current financial assets	2.6	**18,833**	10,309
Total non-current assets		**2,939,903**	2,503,189
Total assets		**3,659,260**	2,961,550
Current liabilities			
Trade and other payables	2.5	**183,376**	147,833
Employee provisions	4.1	**237,513**	217,337
Other provisions	2.5	**123,356**	80,518
Borrowings	3.3	**616,759**	82,846
Other current financial liabilities	2.6	**1,049**	540
Other current liabilities	2.7	**13,292**	29,038
Total current liabilities		**1,175,345**	558,112
Non-current liabilities			
Employee provisions	4.1	**39,198**	30,753
Other provisions	2.5	**41,769**	67,691
Borrowings	3.3	**1,795,317**	1,496,912
Other non-current financial liabilities	2.6	**13,698**	19,419
Other non-current liabilities	2.7	**131,749**	121,989
Total non-current liabilities		**2,021,731**	1,736,764
Total liabilities		**3,197,076**	2,294,876
Net assets		**462,184**	666,674
Equity			
Retained (losses)/earnings		**(168,397)**	53,014
Reserves		**165,892**	148,971
Contributed equity		**464,689**	464,689
Total equity		**462,184**	666,674

1 Right-of-use assets are included in the Property, plant and equipment line item.

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

for the year ended 30 June 2025

	Retained (losses)/earnings		Asset revaluation reserve	
	2025 $'000	2024 $'000	**2025 $'000**	2024 $'000
Opening balance				
Balance carried forward from previous period	**53,014**	187,441	**147,850**	138,471
Opening balance	**53,014**	187,441	**147,850**	138,471
Comprehensive income				
Defined benefits actuarial gain – gross	**20,913**	39,334	**-**	-
Defined benefits actuarial gain – income tax effect	**(6,274)**	(11,800)	**-**	-
Revaluation – gross	**(1)**	-	**23,339**	13,502
Revaluation – income tax effect	**-**	-	**(7,002)**	(4,051)
(Loss) for the period	**(237,092)**	(162,039)	**-**	-
Total comprehensive income	**(222,454)**	(134,505)	**16,337**	9,451
Transfers between equity components				
Revaluation reserve – disposals	**1,043**	78	**(1,043)**	(72)
Closing balance	**(168,397)**	53,014	**163,144**	147,850

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Foreign exchange hedge reserve		Total reserves		Contributed equity		Total equity	
2025 $'000	2024 $'000	**2025 $'000**	2024 $'000	**2025 $'000**	2024 $'000	**2025 $'000**	2024 $'000
1,121	1,366	**148,971**	139,837	**464,689**	464,689	**666,674**	791,967
1,121	1,366	**148,971**	139,837	**464,689**	464,689	**666,674**	791,967
-	-	**-**	-	**-**	-	**20,913**	39,334
-	-	**-**	-	**-**	-	**(6,274)**	(11,800)
2,324	(350)	**25,663**	13,152	**-**	-	**25,662**	13,152
(697)	105	**(7,699)**	(3,946)	**-**	-	**(7,699)**	(3,946)
-	-	**-**	-	**-**	-	**(237,092)**	(162,039)
1,627	(245)	**17,964**	9,206	**-**	-	**(204,490)**	(125,299)
-	-	**(1,043)**	(72)	**-**	-	**-**	6
2,748	1,121	**165,892**	148,971	**464,689**	464,689	**462,184**	666,674

Cash Flow Statement

for the year ended 30 June 2025

	Notes	2025 $'000	2024 $'000
Cash flows from operating activities			
Cash received			
Receipts from customers (inclusive of GST)		**1,179,714**	1,164,688
Interest received		**11,297**	20,710
Total cash received		**1,191,011**	1,185,398
Cash used			
Payments to employees		**(770,833)**	(703,363)
Payments to suppliers (inclusive of GST)		**(454,179)**	(434,925)
GST paid		**(36,182)**	(39,841)
Borrowing costs		**(65,719)**	(43,699)
Interest payments on lease liabilities		**(3,344)**	(1,983)
Income tax paid		**(788)**	-
Total cash used		**(1,331,045)**	(1,223,811)
Net cash flows (used by) operating activities	3.2	**(140,034)**	(38,413)
Cash flows from investing activities			
Cash received			
Proceeds from sales of property, plant, equipment and intangibles		**1,178**	22
Proceeds from sales of assets held for sale		**-**	10
Total cash received		**1,178**	32
Cash used			
Purchase of property, plant, equipment and intangibles		**(411,938)**	(359,440)
Total cash used		**(411,938)**	(359,440)
Net cash flows (used by) investing activities		**(410,760)**	(359,408)
Cash flows from financing activities			
Cash received			
Proceeds from borrowings		**1,203,000**	760,500
Total cash received		**1,203,000**	760,500
Cash used			
Repayments of borrowings		**(368,000)**	(537,500)
Principal payments of lease liabilities		**(14,896)**	(18,566)
Total cash used		**(382,896)**	(556,066)
Net cash flows from financing activities		**820,104**	204,434
Net increase/(decrease) in cash and cash equivalents		**269,310**	(193,387)
Cash and cash equivalents at the beginning of the reporting period		**323,223**	516,610
Cash and cash equivalents at the end of period	3.1	**592,533**	323,223

The above Cash Flow Statement should be read in conjunction with the accompanying notes.

Notes to and forming part of the financial statements

Overview

Airservices is an Australian Government owned for-profit entity, responsible for providing facilities and services for the safety, regularity and efficiency of air navigation within Australian-administered airspace. This includes providing air traffic services, aviation rescue fire-fighting services, aeronautical information, radio navigation and telecommunications services.

The financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and are general purpose financial statements for the year ended 30 June 2025.

The financial statements have been prepared in accordance with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) and Financial Reporting Rules (FRR) made under the PGPA Act.

The financial statements were authorised for issue in accordance with a resolution of the Board on 22 September 2025.

Significant matters in the current reporting period

Going concern

The financial statements have been prepared on a going concern basis which assumes Airservices will be able to realise its assets and discharge its liabilities in the normal course of business. For the financial year ended 30 June 2025, Airservices reported a net loss of $237.1m, working capital deficiency of $456.0m and negative operating cashflow position of $140.0m. The operating cashflow did however improve over the last six months of the financial year returning to a positive operating cashflow position for the majority of the six months. The Board also has recently approved an increase in the gearing ratio to support Airservices' Capital Management.

The Board considers Airservices to be a going concern and able to meet its debts and obligations as they fall due, on the following basis:

- Cash and cash equivalents of $592.5m and a positive net asset position of $462.2m. In addition, Airservices maintains several credit facilities that provide the ability to balance its short and long-term funding needs. Total unused credit facilities as of 30 June 2025 were $1,532m which includes $550m in undrawn committed cash advance facilities. Refer to Note 3.4 'Standby arrangements and unused credit facilities' for further details. Based on its latest forecasts, Airservices requires additional capital in FY2026 to fund its transformation portfolio investment programs and refinance maturing debt. Airservices expects to be able to drawdown under its medium-term note program to meet these funding needs and will leverage its cash advance and commercial paper facilities if required. Airservices regularly reviews the adequacy of its committed and uncommitted credit facilities and adjusts if necessary.
- On 30 June 2025, the Minister for Infrastructure, Transport, Regional Development and Local Government approved a 6% weighted average price increase on the prices that Airservices charges industry for its services. The cost of providing air traffic management services, aviation rescue firefighting services and enabling services has increased considerably since the last price rise in 2015. The increase in prices will ameliorate Airservices cost growth and enable Airservices to continue to contribute to frontline service delivery. This increase took effect on 1 August 2025.
- Airservices provides a critical service to the Australian Aviation sector. Airservices is enacted by legislation establishing it as a Commonwealth Corporate entity wholly owned by the Australian Government. Given the critical nature of Airservices role, the Australian Government has historically provided support to Airservices, when needed, as seen during Covid and in approving the 6% price increase (discussed above). The Australian Government is fully aware that if Airservices does not continue to provide its services, the aviation industry in Australia would be unable to function. The Minister has been informed of Airservices' financial position and the Department stands ready to actively work with Airservices regarding funding options in the upcoming federal budget process.
- Despite global geopolitical and trade uncertainties, the growth of the Australian aviation sector is supported by resilient international travel, easing inflation and a strong tourism industry contributing above the global average to GDP.

No adjustments have been made to the financial statements relating to the recoverability and classification of the recorded asset amounts or the amounts and classification of liabilities that might be necessary should Airservices not continue as a going concern.

Basis of preparation

Historical cost convention

These financial statements have been prepared on an accrual basis and under the historical cost convention, as modified by the revaluation of available-for-sale financial assets, financial assets and liabilities (including derivative instruments) at fair value through profit and loss, and certain classes of property, plant and equipment.

Foreign currency translation

Functional and presentation currency

Items included in the financial statements of Airservices are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The financial statements are presented in Australian dollars, which is Airservices' functional and presentation currency.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of Comprehensive Income, except when they are deferred in equity as qualifying cash flow hedges and qualifying net investment hedges or are attributable to part of the net investment in a foreign operation. Translation differences on financial assets and liabilities carried at fair value, and non-monetary financial assets and liabilities such as equities held at fair value through profit or loss are reported as part of the fair value gain or loss.

Taxation

Income tax, Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST) is applicable to Airservices. Refer to Note 1.3 Taxation for further information relating to income tax.

Use of estimates, assumptions, and judgements

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in the following notes:

Recoverable amount of Deferred Tax Asset	Note 1.3
Recoverability of trade and other receivables	Note 2.1
Valuation of property, plant, equipment and intangibles	Note 2.3
ARFFS decontamination provision	Note 2.5
Recoverable amount of other financial assets	Note 2.6
Measurement of lease liabilities	Note 2.7
Long Service Leave & Early Retirement Benefits	Note 4.1
Aviation Super defined benefits	Note 4.2
ARFFS contingent liability	Note 5.1

New Accounting Standards

Adoption of new Australian Accounting Standard requirements

There are no new standards that were issued prior to the sign-off date and are applicable to the current reporting period that had a material effect, nor any that are expected to have a future material effect on the entity's financial statements. No accounting standard has been adopted earlier than the application date as stated in the standard.

Comparative figures

Where necessary, comparative information has been reclassified to enhance comparability in respect of changes in presentation adopted in the current year.

1. Our financial performance

This section analyses the financial performance of Airservices Australia for the year ended 2025.

1.1 Revenue

	2025 $'000	2024 $'000
Airways revenue		
Gross Airways revenue	**1,038,325**	1,006,915
	1,038,325	1,006,915

Economic dependency

Airservices is dependent on airline activity in the Australian aviation industry, of which the Qantas and Virgin Groups are the dominant operators. Of the airways revenue earned during the year 39% (2024: 44%) related to the Qantas Group including the Jetstar Group and 15% (2024: 17%) related to Virgin.

Accounting Policy

Airways Revenues

Revenue is recognised when services are rendered for both airways and other business revenue. The prices charged for regulated services are in accordance with the agreements negotiated with customers and endorsed by the Australian Competition and Consumer Commission (ACCC). Underpinning this agreement are risk-sharing provisions which compensate parties where either airways activity volumes exceed or do not achieve agreed levels, costs vary due to regulatory change, or capital expenditure levels vary substantially from agreed investment levels.

1.1 Revenue (continued)

	2025 $'000	2024 $'000
Finance income		
Deposits	**4,555**	7,919
Interest on cash at bank	**7,035**	6,985
Interest rate swap fair value gain	**12,116**	–
Other	**94**	208
Total finance income	**23,800**	15,112

Accounting Policy

Finance income

Finance income is recognised using the effective interest method as set out in AASB 9 Financial Instruments. The effective interest rate is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset or liability.

1.2 Expenses

	2025 $'000	2024 $'000
Employee benefits		
Wages and salaries	**488,872**	471,576
Superannuation (defined contribution funds)	**69,756**	61,363
Leave and other entitlements	**163,372**	141,145
Separation and redundancies	**23,542**	7,757
Other employee related expenses	**52,029**	44,231
Employee benefits (excluding defined benefit superannuation expense)	**797,571**	726,072
Net defined benefit superannuation expense recognised in employee benefits		
Current service cost	**14,620**	14,053
Net interest expense	**(8,236)**	(6,725)
Defined benefit superannuation expense	**6,384**	7,328
Total employee benefits	**803,955**	733,400
Supplier expenses		
Goods and services supplied or rendered		
ARFF decontamination[1]	**84,233**	1,485
Contractors	**46,457**	52,582
Consultants	**15,643**	5,647
Compliance Costs[1]	**26,808**	22,937
IT services	**84,220**	65,974
Infrastructure costs	**39,294**	81,166
Operational service costs	**13,627**	13,888
Other occupancy costs	**23,797**	22,796
Repairs and maintenance	**26,713**	25,535
Telecommunications	**12,718**	21,195
Travel	**15,404**	22,437
Other	**23,254**	22,463
Total goods and services supplied or rendered	**412,168**	358,105
Other expenses		
Short-term leases	**261**	13
Low value leases	**1,970**	3,189
Variable lease payments	**247**	294
Total other supplier expenses	**2,478**	3,496
Total supplier expenses	**414,646**	361,601
Finance costs		
Borrowing costs	**69,753**	47,169
Interest rate swap fair value loss	**-**	2,185
Interest on lease liabilities	**3,344**	1,983
Total finance costs	**73,097**	51,337

1.2 Expenses (continued)

	2025 $'000	2024 $'000
Impairment loss on financial instruments		
Impairment on trade and other receivables	**3,432**	1,417
Bad debts written off	**169**	2,590
Total impairment loss on financial instruments	**3,601**	4,007
Write-down and impairment of other assets		
Impairment of property, plant and equipment	**10,157**	8,850
Revaluation decrements	**706**	5,839
Total write-down and impairment of other assets	**10,863**	14,689
Net loss on disposal of non-current assets		
Proceeds from disposal of non-current assets	**-**	(22)
Written-down value of disposed non-current assets	**-**	354
Proceeds from disposal of assets held for sale	**-**	(10)
Written-down value of disposed assets held for sale	**-**	5
Net loss on disposal of non-current assets	**-**	327

1 The ARFF decontamination expense has been reclassified from compliance cost expense to enable comparability with the ARFF decontamination provision at Note 2.5.

The above lease disclosures should be read in conjunction with the accompanying notes 2.3 and 2.7.

Accounting Policy

Employee Benefits

Accounting policies for employee-related expenses is contained in the Our People section (refer to Section 4).

Contractor and consultants

Consultants are specialist professionals whose knowledge or expertise cannot be obtained in-house. Their output involves the development of intellectual output for example, research, evaluation, advice, and recommendations, to assist with Airservices' decision-making. Whereas contractors are generally utilised from labour hire services to perform day-to-day duties at Airservices, for example, labour hire firm providing personnel to fill a temporary vacancy for a personal assistant, or in a programme area. Skills to perform services obtained via external labour hire would normally be maintained within the entity.

Short-term leases and leases of low-value assets

Airservices has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than $10,000). The entity recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

1.3 Taxation

	2025 $'000	2024 $'000
Income tax benefit		
Current tax benefit	**-**	-
Deferred tax benefit	**101,845**	70,115
Income tax benefit attributable to profit from continuing operations	**101,845**	70,115
Reconciliation of income tax (benefit)/expense to prima facie tax payable		
(Loss) from continuing operations before income tax expense	**(338,937)**	(232,154)
Prima facie income tax benefit at 30%	**101,681**	69,646
Tax effect of amounts which are not deductible/assessable in calculating taxable income:		
Non-deductible legal costs	**(8)**	(6)
Prior year (under)/over provision of tax	**(25)**	489
Other non-deductible/(assessable) expenditure	**197**	(14)
Income tax benefit	**101,845**	70,115

Accounting Policy

Income tax

The income tax (benefit)/expense for the year is the tax payable on the current year's taxable income based on the income tax rate. It is then adjusted for any changes in deferred tax assets and liabilities attributable to temporary differences between the tax bases of assets and liabilities and their carrying amounts in the financial statements.

Income taxes relating to items recognised directly in equity are recognised in equity and not in the Statement of Comprehensive Income.

1.3 Taxation (continued)

	2025 $'000	2024 $'000
Deferred tax asset		
The balance comprises temporary differences attributable to:		
Amounts recognised in the profit and loss		
Depreciation for accounting purposes	**16,882**	5,152
Lease liabilities	**36,348**	36,274
Provision for doubtful debts	**4,176**	3,146
Employee benefits	**97,755**	99,461
Other provisions	**48,115**	43,176
Tax losses	**346,006**	263,164
Right of use assets	**(39,122)**	(39,294)
Accruals	**(1,952)**	3,118
	508,208	414,197
Amounts recognised in other comprehensive income		
Foreign exchange hedge reserve	**(1,178)**	(480)
Revaluation of land, buildings, plant and equipment	**(71,552)**	(64,572)
Defined benefit (asset)/liability	**(60,747)**	(63,095)
	(133,477)	(128,147)
Net deferred tax assets	**374,731**	286,050
Movements:		
Opening balance at 1 July	**286,050**	231,675
Credited/(Charged) to the statement of comprehensive income	**101,845**	70,115
Credited/(Charged) to other comprehensive income		
Revaluation of land, buildings, plant and equipment	**(6,981)**	(4,045)
Defined benefit (asset)/liability	**(6,274)**	(11,800)
Foreign exchange hedge reserve	**(697)**	105
Credited/(Charged) to income tax provision	**788**	–
Closing balance at 30 June	**374,731**	286,050

Tax losses

A deferred tax asset of $346.0m has been recognised for income tax losses (2024: $263.2m). Based on management's forecast of future taxable profit and the reversal of taxable temporary differences, Airservices considers it probable the tax losses will be fully utilised.

Airservices has capital losses of $4.8m (2024: $4.8m) that are available indefinitely for offset against future capital gains. Deferred tax assets have not been recognised in respect of these losses as management has evaluated and concluded that it is not probable that future capital gains will be available, against which Airservices can utilise these losses in the foreseeable future.

Consistent with 2024, there were no other unrecognised deferred tax assets at 30 June 2025.

Accounting Policy

Deferred tax assets and liabilities

Deferred tax assets and liabilities are recognised for temporary differences at the tax rates expected to apply when the assets are recovered or liabilities are settled. The relevant tax rates are applied to the cumulative amounts of deductible and taxable temporary differences to measure the deferred tax asset or liability. An exception is made for certain temporary differences arising from the initial recognition of an asset or a liability. No deferred tax asset or liability is recognised in relation to these temporary differences if they arose in a transaction that at the time of the transaction did not affect either accounting or taxable profit or loss.

Deferred tax assets are recognised for deductible temporary differences and carried forward tax losses only if it is probable that future taxable temporary differences or profits will be available to utilise those deductible temporary differences.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

1.4 Dividends

Dividends paid

No final dividend for the year ended 30 June 2025 was paid (2024: Nil). No interim dividend for the years ended 30 June 2025 and 30 June 2024 were paid.

Franking credits

Franking credits available for subsequent financial years based on a tax rate of 30% (2024: 30%) are $496.8m (2024: $496.0m).

The above amounts represent the balance of the franking account as at the end of the financial year.

Accounting Policy

Dividends

A provision is made for the amount of any dividend approved by the Board but unpaid, prior to the end of the year.

2. Our asset base

This section analyses Airservices Australia's assets used to generate financial performance and the operating liabilities incurred as a result. Employee-related information is disclosed in the Our People section.

2.1 Receivables

	2025 $'000	2024 $'000
Trade and other receivables		
Trade receivables, net of waivers (a)	**113,933**	118,334
Less impairment loss allowance (b)	**(13,920)**	(10,488)
	100,013	107,846
Accrued revenue and interest	**5,227**	3,924
Other receivables	**-**	1,220
Total receivables	**105,240**	112,990
a. Ageing analysis of trade receivables		
Current	**93,728**	101,695
Overdue by:		
1 to 30 days	**4,607**	7,730
31 to 60 days	**1,568**	2,651
61 to 90 days	**615**	1,620
90 + days	**13,415**	4,638
Total trade receivables	**113,933**	118,334
Trade and other receivables (net) expected to be recovered		
No more than 12 months	**105,240**	112,990
More than 12 months	**-**	-
Total trade and other receivables (net)	**105,240**	112,990
b. Reconciliation of the impairment loss allowance		
Opening balance	**10,488**	9,071
Movement recognised in Statement of Comprehensive Income	**3,432**	1,417
Closing balance	**13,920**	10,488
The provision for impairment of receivables is aged as follows:		
Current	**629**	3,232
Overdue by:		
1 to 30 days	**260**	435
31 to 60 days	**350**	587
61 to 90 days	**211**	555
90 + days	**12,470**	5,679
Total provision for impairment of receivables	**13,920**	10,488

Credit terms for goods and services are 28 days (2024: 28 days).

Provisions for expected credit losses (ECL)

Modelled provision for ECL

The modelled provision for ECL is a probability weighted estimate of multiple scenarios using the roll-rate approach based on historical analysis of receivable balances, provisioning, and delinquencies. A further average probability of default measurement for our key customer's receivables of 0.46% was applied. Together this is representative of Airservices' view of the forward-looking distribution of potential loss outcomes. The increase in provisions as a result of changes in modelled ECL are reflected through the line item "increase recognised in net loss".

2.2 Assets classified as held for sale

There are two parcels of land that have been identified as surplus to requirements and have been classified as held for sale at 30 June 2025 at the carrying amount of $1,469,000 (2024: Nil).

2.3 Property, plant and equipment and intangibles

Non-current assets — property, plant, equipment and intangibles

	Land $'000	Buildings $'000	Plant and equipment $'000
As at 1 July 2024			
Gross book value	**72,310**	**675,393**	**834,263**
Accumulated depreciation and impairment	**(17,816)**	**(167,256)**	**(556,600)**
Net book value 1 July 2024	**54,494**	**508,137**	**277,663**
Additions			
Purchased	**-**	**-**	**-**
Commissioned assets under construction	**-**	**29,795**	**13,924**
Right-of-use (ROU) assets additions	**1,592**	**992**	**4,548**
Revaluations and impairments recognised in other comprehensive income	**430**	**18,056**	**4,853**
Revaluations recognised in profit and loss	**-**	**2,913**	**(3,619)**
Impairments – recognised in profit and loss	**-**	**-**	**-**
Reversal of impairments on right-of-use assets recognised in net cost of services	**-**	**-**	**2,093**
Depreciation/amortisation expense	**-**	**(34,275)**	**(57,683)**
Depreciation on right-of-use assets	**(3,811)**	**(11,778)**	**(2,241)**
Other movements	**-**	**(3)**	**1,243**
Other movements of right of use assets	**(140)**	**10,876**	**(2,706)**
Disposals – other	**(71)**	**(76)**	**(845)**
Transferred to assets held for sale	**(1,469)**	**-**	**-**
Net book value 30 June 2025	**51,025**	**524,637**	**237,230**
Net book value as at 30 June 2025 represented by:			
Gross book value	**63,827**	**706,976**	**619,240**
Accumulated depreciation and impairment	**(12,802)**	**(182,339)**	**(382,010)**
Total net book value as at 30 June 2025	**51,025**	**524,637**	**237,230**
Carrying amount of right-of-use assets	**27,101**	**97,308**	**5,996**

1 Total property, plant and equipment includes right-of-use assets leased to third-parties as an operating lease is $0.10m at 30 June 2025.

2 Total Assets under Construction is broken down as follows:

AUC Component	FY2025	Major Assets/Projects
Buildings	**$182.2m**	WSIA ARFF, Perth and Brisbane ATSC Extension, Sydney Kingsford Smith Airport (KSA) Tower
Plant and Equipment	**$338.2m**	CMATS Solution, ENMP Program, WSIA ARFF Fleet Acquisition, Digital Twin
Intangibles	**$960.0m**	CMATS Solution, OneSKY CMATS and Integration, DAS Program
Total	**$1,480.4m**	

Total property, plant and equipment[1] $'000	Internally developed software $'000	Other intangible assets $'000	Total intangibles $'000	Assets under construction[2] $'000	Total $'000
1,581,966	333,988	76,019	410,007	1,150,704	3,142,677
(741,672)	(293,292)	(74,591)	(367,883)	-	(1,109,555)
840,294	40,696	1,428	42,124	1,150,704	2,033,122
-	-	-	-	411,937	411,937
43,719	28,327	-	28,327	(72,046)	-
7,132	-	-	-	-	7,132
23,339	-	-	-	-	23,339
(706)	-	-	-	-	(706)
-	-	-	-	(10,157)	(10,157)
2,093	-	-	-	-	2,093
(91,958)	(15,167)	(282)	(15,449)	-	(107,407)
(17,830)	-	-	-	-	(17,830)
1,240	-	-	-	-	1,240
8,030	-	-	-	-	8,030
(992)	-	-	-	-	(992)
(1,469)	-	-	-	-	(1,469)
812,892	53,856	1,146	55,002	1,480,438	2,348,332
1,390,043	360,309	75,161	435,470	1,480,438	3,305,951
(577,151)	(306,453)	(74,015)	(380,468)	-	(957,619)
812,892	53,856	1,146	55,002	1,480,438	2,348,332
130,405	-	-	-	-	130,405

2.3 Property, plant and equipment and intangibles (continued)

Non-current assets — property, plant, equipment and intangibles

	Land $'000	Buildings $'000	Plant and equipment $'000
As at 1 July 2023			
Gross book value	69,667	548,294	807,619
Accumulated depreciation and impairment	(14,178)	(140,098)	(495,698)
Net book value 1 July 2023	**55,489**	**408,196**	**311,921**
Additions			
Purchased	–	–	–
Commissioned assets under construction – gross value	–	119,494	26,586
Right-of-use (ROU) assets additions	2,348	15,317	1,320
Revaluations and impairments recognised in other comprehensive income	(194)	13,696	–
Revaluations recognised in profit and loss	(12)	(5,827)	–
Depreciation/amortisation expense	–	(33,209)	(60,562)
Depreciation on right-of-use assets	(3,638)	(10,384)	(2,111)
Other movements	–	–	479
Other movements of ROU assets	521	1,196	27
Disposals – other	(20)	(7)	(332)
Transfers to assets held for sale	–	(335)	335
Net book value 30 June 2025	**54,494**	**508,137**	**277,663**
Net book value as at 30 June 2024 represented by:			
Gross book value	72,310	675,393	834,263
Accumulated depreciation and impairment	(17,816)	(167,256)	(556,600)
Total net book value as at 30 June 2024	**54,494**	**508,137**	**277,663**
Carrying amount of right-of-use assets	29,460	97,218	4,302

1 Total property, plant and equipment includes right-of-use assets leased to third-parties as an operating lease is $0.12m at 30 June 2024.

2 Total Assets under Construction is broken down as follows:

AUC Component	FY2024	Major Assets/Projects
Buildings	**$96.9m**	Perth and Brisbane ATSC extension, Sydney KSA Tower and CMATS building support facilities
Plant and Equipment	**$249.8m**	CMATS Solution, ENMP Program, ARFFS Radio Communication Replacement and Digital Twin
Intangibles	**$804.0m**	CMATS solution, OneSKY CMATS, ENMP Program
Total	**$1,150.7m**	

Total property, plant and equipment[1] $'000	Internally developed software $'000	Other intangible assets $'000	Total intangibles $'000	Assets under construction[2] $'000	Total $'000
1,425,580	346,302	79,238	425,540	968,157	2,819,277
(649,974)	(295,208)	(78,239)	(373,447)	–	(1,023,421)
775,606	**51,094**	**999**	**52,093**	**968,157**	**1,795,856**
–	–	–	–	338,232	338,232
146,080	32	723	755	(146,835)	–
18,985	–	–	–	–	18,985
13,502	–	–	–	–	13,502
(5,839)	–	–	–	–	(5,839)
(93,771)	(10,430)	(294)	(10,724)	–	(104,495)
(16,133)	–	–	–	–	(16,133)
479	–	–	–	–	479
1,744	–	–	–	–	1,744
(359)	–	–	–	–	(359)
–	–	–	–	–	–
840,294	**40,696**	**1,428**	**42,124**	**1,150,704**	**2,033,122**
1,581,966	333,988	76,019	410,007	1,150,704	3,142,677
(741,672)	(293,292)	(74,591)	(367,883)	–	(1,109,555)
840,294	**40,696**	**1,428**	**42,124**	**1,150,704**	**2,033,122**
130,980	–	–	–	–	130,980

2.3 Property, plant and equipment and intangibles (continued)

a. Revaluation of land, buildings, plant and equipment

The valuation basis for land, buildings, plant and equipment is fair value as outlined in Note 2.4.

Airservices engaged accredited valuers Marsh to value its land, buildings and plant and equipment. The effective date of the revaluation was 30 June 2025.

b. Contractual commitments for the acquisition of property, plant, equipment and intangible assets

Capital commitments for property, plant, equipment and intangibles was $1,140.6m (2024: $903.5m) and includes GST where relevant.

c. Impairment

In line with accounting standards, management has performed an impairment review of both existing assets and assets under construction. Principally, the review has focused on future use of existing assets, and changes in project, technology and business system requirements.

d. Carrying amounts1 that would have been recognised if land, buildings and plant and equipment were measured using the cost model:

	2025 $'000	2024 $'000
Land		
At cost	**1,822**	1,823
Total land at cost	**1,822**	1,823
Buildings		
At cost	**751,881**	737,567
Accumulated depreciation	**(389,722)**	(365,978)
Total buildings at cost	**362,159**	371,589
Plant and equipment		
At cost	**1,202,269**	1,403,319
Accumulated depreciation	**(986,059)**	(1,106,728)
Total Plant and equipment at cost	**216,210**	296,591

1 The above carrying amounts excludes ROU assets.

e. Borrowing Costs

The total borrowing costs capitalised at 30 June 2025 is $58.1m (2024: $42.3m) of which $19.9m (2024: $14.8m) were capitalised during the year and $4.1m (2024: $3.7m) were transferred to fixed assets. As Airservices borrows money generally to fund both operating and capital expenditure, the weighted average cost of borrowings of 4.16% (2024: 4.15%) was used as the capitalisation rate.

Accounting Policy

Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the Statement of Financial Position, except for purchases less than $5,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

Cost and valuation

Property, plant and equipment are measured at cost or at fair value, less, where applicable, accumulated depreciation and any accumulated impairment losses.

Assets purchased by Airservices are initially recorded at cost and represent costs directly attributable to the acquisition. Labour and direct overheads incurred in installation are capitalised and added to the cost. Assets constructed by Airservices are initially recognised at the cost of materials, labour, direct overheads and borrowing costs incurred on qualifying assets.

All costs associated with repairs and maintenance are charged to the Statement of Comprehensive Income during the financial period in which they are incurred.

Revaluations

Following initial recognition at cost, property, plant and equipment (excluding ROU Assets) are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Independent valuations are performed with sufficient regularity to ensure that the carrying amount does not differ materially from the asset's fair value at the reporting date. Revaluations are conducted by an independent qualified valuer.

Any revaluation surplus is credited to the asset revaluation reserve included in the equity section of the Statement of Financial Position unless it reverses a revaluation decrease of the same asset previously recognised in the Statement of Comprehensive Income, in which case the increase is recognised in profit or loss.

Any revaluation deficit is recognised in the Statement of Comprehensive Income, except that a decrease offsetting a previous surplus for the same asset is debited directly to the asset revaluation reserve to the extent of the credit balance existing in the revaluation reserve for that asset. Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the net amount is restated to the re-valued amount of the asset. The revaluation surplus is accounted for net of deferred tax in the asset revaluation reserve.

Upon disposal, any revaluation reserve relating to the particular asset being sold is transferred to retained earnings.

Leased Right of Use (ROU) Assets

At inception of a contract, Airservices assesses whether an arrangement is, or contains, a lease. An arrangement contains a lease if a customer has the right to control the use of an identified asset for a period in exchange for consideration. Airservices is a party to lease contracts for the following ROU asset classes – land, building, plant and equipment at 30 June 2025.

Airservices has elected not to separate non-lease components and account for its lease and non-lease components as a single lease component only if immaterial, as allowed by the Department of Finance.

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. The commencement date is the date on which a lessor makes an underlying asset available for use by a lessee.

2.3 Property, plant and equipment and intangibles (continued)

Leased Right of Use (ROU) Assets (continued)

If the lease transfers ownership of the underlying asset to Airservices by the end of the lease term, or if the costs of the ROU asset reflects that Airservices will exercise a purchase option, the asset will be depreciated from the commencement date to the end of the useful life of the underlying asset.

These assets are accounted for as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

Following initial application, an impairment review is undertaken for any ROU lease asset that shows indicators of impairment and an impairment loss is recognised against any ROU lease asset that is impaired. Leased ROU assets continue to be measured at cost after initial recognition in Airservices financial statements.

Derecognition and disposal

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising from derecognition, calculated as the difference between net disposal proceeds and carrying value, is included in the Statement of Comprehensive Income in the year the asset is derecognised.

Impairment of non-financial assets

The carrying values of property, plant and equipment (including ROU assets) are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable and, as a minimum, at least annually. All assets were assessed for impairment as at 30 June 2025.

For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which it belongs. If any impairment indication exists, and where the carrying values exceed the estimated recoverable amount, the assets or cash-generating units are written down to their recoverable amount.

Recoverable amount of non-current assets

All assets are subjected to impairment tests at each reporting date. Where an indicator of impairment exists, a formal estimate of the recoverable amount is made. Where the carrying amount exceeds the recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

The recoverable amount is the greater of fair value less costs to sell and value in use. It is determined for each asset, unless the asset's value in use cannot be estimated to be close to its fair value less costs to sell and it does not generate cash flows that are largely independent of those from other assets or groups of assets, in which case, the recoverable amount is determined for the cash generating unit to which the asset belongs.

In assessing value in use, the estimated future cash flows are discounted to their present value using a market-determined risk adjusted discount rate.

Depreciation

Depreciable property, plant and equipment are written-off to their estimated residual values over their estimated useful lives to Airservices, using in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation (continued)

Depreciation rates applying to each class of depreciable asset are based on the following useful lives.

	2025	2024
Buildings (e.g. control towers, fire stations, commercial property)	**10–45 years**	10–45 years
Building equipment	**2–40 years**	2–40 years
Other Assets (e.g. airways technical equipment, vehicles)	**2–40 years**	2–40 years

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

Spares

Asset-specific spare parts (repairable spares) have been treated as plant and equipment and depreciated over the useful life of the parent asset to which they are related.

Decommissioning and site rehabilitation

Where Airservices has an obligation to incur site rehabilitation costs and the requirements outlined below in Note 2.5 Other Provisions and Payables have been met, the estimated cost to make good the site is recorded as a provision.

The net present value of the make-good obligation is measured by discounting using market yields at the reporting date on high quality corporate bonds (AA and AAA rated bonds only) with terms to maturity that match, as closely as possible to the estimated future cash-flows of the related make-good obligation.

Intangible assets

Intangible assets acquired separately are initially measured at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and impairment losses. Where amortisation is charged on assets with finite lives, this expense is taken to the Statement of Comprehensive Income. Software is amortised on a straight-line basis over 3–10 years.

Research costs associated with in-house developed intangible assets are expensed as incurred. Costs incurred on development projects (relating to the design and testing of new improved products) are recognised as intangible assets when it is probable that the project will be a success, considering its commercial and technical feasibility and its cost can be measured reliably. The carrying value of development costs is reviewed for impairment annually or more frequently if there is evidence to suggest that the carrying value may not be recoverable. All intangibles were assessed for indicators of impairment as at 30 June 2025.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying value of the asset as at the date of derecognition and are recognised in the Statement of Comprehensive Income.

Borrowing costs

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed.

2.4 Fair value disclosure

The following tables provide an analysis of assets and liabilities that are measured at fair value. The remaining assets and liabilities disclosed in the Statement of Financial Position do not apply the fair value hierarchy.

The different levels of the fair value hierarchy are defined below.

01 Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at measurement date.

02 Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

03 Unobservable inputs for the asset or liability.

Fair value measurements

Fair value measurements at 30 June 2025 by hierarchy for assets and liabilities

	Fair value measurements at the end of the reporting period				
	2025 $'000	2024 $'000	Category (Level 1, 2, or 3)	Valuation technique	Inputs used
Financial assets					
Forward exchange contracts	**4,158**	2,337	2	ADCF	[1]
Interest rate swaps	**16,508**	9,100	2	ADCF	[2]
Total financial assets at fair value	**20,666**	11,437			
Non-financial assets					
Land	**23,924**	25,034	2	DC	[3]
Buildings	**427,329**	410,919	3	DRC	[4]
Plant and equipment	**231,234**	273,361	3	DRC	[5]
Assets held for sale	**1,469**	–	2	DC	[3]
Total non-financial assets at fair value	**683,956**	709,314			
Total fair value measurements of assets	**704,622**	720,751			
Financial liabilities					
Forward exchange contracts	**232**	736	2	ADCF	[1]
Interest rate swaps	**14,515**	19,223	2	ADCF	[2]
Total financial liabilities at fair value	**14,747**	19,959			
Total fair value measurements of liabilities	**14,747**	19,959			
Financial Liabilities not measured at fair value in the statement of financial position					
Medium-Term Notes	**2,053,907**	1,489,266	2	DC	[6]
Commercial Paper	**116,140**	82,816	2	DC	[6]
Standby Cash Advances	**300,000**	–	2	DC	[6]
Total financial liabilities not measured at fair value	**2,470,047**	1,572,082			

Notes

DC Direct Comparison
DRC Depreciated Replacement Cost (Cost Approach)
ADCF Adjusted Discounted Cash Flows

1. Current foreign exchange market rates.
2. Current market interest rates.
3. Land assets were individually assessed and valued in 2025 and were not subject to indexation. Consideration was given to general and local market conditions, in conjunction with recent sales data, limitations, interests, encumbrances, and notifications to determine fair value movement.
4. Buildings asset class were individually assessed and valued in 2025. Due to the unique nature of the asset without an active and liquid market, the cost approach has been used. Benchmarking against similar assets and indexation were applied to obtain the fair value. Building assets were trended via indexation in previous years.
5. Plant and equipment asset class were subject to the indexation approach of valuation. The index range used was 1% to -1.04%.
6. Medium-term notes, standby cash advances and commercial paper fair values reflect the price that an existing investor is prepared to receive if they were to sell their investment in the secondary market.

Airservices engages external, independent and qualified valuers to assess the fair value of Airservices property, plant and equipment on an annual basis. Highest and best use is the same as current use. In FY25, no physical inspections were undertaken and a desktop assessment for land and buildings based on previous year inspection in FY24 were utilised to value the assets. All Plant and Equipment assets were valued on a desktop assessment basis informed by physical inspections undertaken in FY23 and previous years.

2.4 Fair value disclosure (continued)

Land

The majority of land assets have restrictive zoning constraints which were considered when assessing location valuation. Furthermore, many parcels of land are in remote locations, are landlocked or have other features which negatively impact the marketability. Some land parcels have been assigned a nominal value given the impact of these factors.

For the remaining land assets, the fair value has been determined through assessment of general and local market conditions, in conjunction with recent sales data, analysed to determine fair value movement. The assessment includes the confirmation of legal descriptions including limitations, interests, encumbrances, and notifications. Additional information utilised in the assessment includes resources management whereby land assets were analysed in line with their zoning and development control constraints.

Buildings

Building assets are typically unique in nature and situated on larger parcels of restricted use land (which can be owned by other parties). For those assets, it means there isn't an active or liquid market to base a valuation on and so have been valued using the Cost Approach (depreciated replacement cost). Where possible, recent examples of construction costs for similar assets were obtained to benchmark other assets. However, where there was scant evidence available for consideration, costs for comparable assets in other locations (non-airside) have been used an inflation factor applied using the valuer's professional judgement to allow for the challenges of airside construction.

The valuation assessment of building assets included adjustment of remaining useful life periods to derive fair value. Buildings which had a current value of less than $50,000 were not inspected or individually assessed, however have been included at their current net book value.

Plant and equipment (P&E)

These assets represent a specialised group of assets integrated to perform the control, monitoring and safety requirement of air and ground movement of commercial aircraft and airport support vehicles within Australia. Generally, the plant and equipment assets are typical at each airport and only vary subject to the operational requirements of each airport. Airservices assets include navigational aids, en-route surveillance systems, airport infrastructure and fire and rescue vehicles.

P&E assets have been valued using the indexation method where all assets previously comprehensively valued by the independent valuer have had the costs increased by an appropriate market metric, and a single year of remaining life reduced to appropriately adjust for the depreciation.

Reconciliation for recurring Level 3 fair value measurements

Recurring Level 3 fair value measurements — reconciliation for assets

	Non-financial assets		
	Buildings	Plant and equipment	Total
	2025 $'000	2025 $'000	2025 $'000
Opening balance	**410,919**	**273,361**	**684,280**
Total (losses) recognised in Statement of Comprehensive Income[1]	**2,913**	**(3,619)**	**(706)**
Total gains recognised in Other Comprehensive Income[2]	**18,056**	**4,853**	**22,909**
Commissioned	**29,795**	**13,924**	**43,719**
Disposals	**(76)**	**(845)**	**(921)**
Depreciation	**(34,275)**	**(57,683)**	**(91,958)**
Other movements	**(3)**	**1,243**	**1,240**
Closing balance	**427,329**	**231,234**	**658,563**

1 These (losses) are presented in the Statement of Comprehensive Income under Write-down and impairment of other assets.

2 These gains/(losses) are presented in the Statement of Comprehensive Income under Changes in asset revaluation reserve.

2.5 Other provisions and payables

	2025 $'000	2024 $'000
Current payables and other provisions		
Current trade and other payables		
Trade payables	**30,632**	29,930
Employees		
Salaries and wages	**24,554**	21,537
Superannuation	**218**	27
Tax payables		
Accrued payroll tax	**5,750**	4,449
Net goods and services tax payable	**10,084**	10,802
Group tax payable	**7,726**	6,998
Revenue received in advance	**1,013**	–
Interest payable	**18,025**	8,984
Other accrued expenses	**85,374**	65,106
Total current trade and other payables	**183,376**	147,833
Current other provisions		
ARFFS decontamination[1]	**102,337**	60,566
Makegood on leasehold assets	**5,000**	5,748
Other[2]	**16,019**	14,204
Total current other provisions	**123,356**	80,518
Total current provisions and payables	**306,732**	228,351
Non-current other provisions		
ARFFS decontamination[1]	**-**	27,730
Makegood on leasehold assets	**40,120**	38,298
Other[2]	**1,649**	1,663
Total non-current provisions	**41,769**	67,691

Description of provisions

1 Aviation Rescue & Fire Fighting Services (ARFFS) decontamination
The provision relates to the assessment, management, and containment of possible contaminated ARFFS training sites as outlined in Note 5.1 Contingent liabilities.

2 Other provision
The other provision includes on-costs associated with recreation leave and long service leave, such as workers compensation and payroll tax. This is classified as separate provisions to employee benefits in accordance with section 24 of the FRR and the total amount for 30 June 2025 is $16.1m (2024: $14.4m). The remaining balance relates to asbestos remediation.

Accounting Policy

Provisions

Provisions are recognised when Airservices has a present obligation (legal or constructive) as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. Where the effect of the time value of money is material, the obligation is measured using a discount rate which reflects current market assessments and the risks specific to the liability. Increases in the provision due to the passage of time (unwinding of the discount) are then recognised as expense.

Accounting Judgements and Estimates

Other provisions

An estimate of expected future costs has been used to establish the provision for the assessment, management and containment of possible contaminated ARFFS training sites and the remediation and restoration of leased property sites. The calculation of provisions is subject to the volatility of economic assumptions, in particular, discount rates, inflation and payment pattern assumptions. Cost estimates, including their respective ranges and contingencies are based on experience and advice provided by qualified specialists allowing for current state of uncertainty and unknown factors.

	2025 $'000	2024 $'000
Movements in provisions		
i. ARFFS decontamination (Current/Non-current)		
Carrying amount at start of period	**88,296**	128,970
Additional provisions made	**84,233**	1,485
Payments	**(70,192)**	(42,159)
Carrying amount at end of period	**102,337**	88,296
ii. Makegood on leasehold assets (Current/Non-current)		
Carrying amount at start of period	**44,046**	31,225
Additional provisions made	**1,882**	13,472
Payments	**(808)**	(651)
Carrying amount at end of period	**45,120**	44,046
iii. Other (Current/Non-current)		
Carrying amount at start of period	**15,867**	14,210
Additional provisions made	**3,174**	2,372
Payments	**(1,373)**	(715)
Carrying amount at end of period	**17,668**	15,867

2.6 Other financial assets and liabilities

	2025 $'000	2024 $'000
Other current financial assets		
Interest rate swaps	**251**	185
Forward exchange contracts	**1,582**	943
Total other current financial assets	**1,833**	1,128
Other non-current financial assets		
Interest rate swaps	**16,257**	8,915
Forward exchange contracts	**2,576**	1,394
Total other non-current financial assets	**18,833**	10,309
Other current financial liabilities		
Interest rate swaps	**849**	–
Forward exchange contracts	**200**	540
Total other current financial liabilities	**1,049**	540
Other non-current financial liabilities		
Interest rate swaps	**13,666**	19,223
Forward exchange contracts	**32**	196
Total other non-current financial liabilities	**13,698**	19,419

Refer to Note 2.4 for basis of fair value measurement.

2.7 Other assets and other liabilities

	2025 $'000	2024 $'000
Other current liabilities		
Lease liability		
Land	**2,578**	1,211
Buildings	**9,094**	26,204
Plant and equipment	**1,620**	1,623
Total other current liabilities	**13,292**	29,038
Other non-current liabilities		
Lease liability		
Land	**24,254**	28,535
Buildings	**79,081**	60,491
Plant and equipment	**4,449**	2,747
Other[1]	**23,965**	30,216
Total other non-current liabilities	**131,749**	121,989
Maturity analysis — contractual undiscounted cash flows		
Within 1 year	**18,240**	17,529
Between 1 to 5 years	**56,202**	49,757
More than 5 years	**90,445**	147,899
Total leases	**164,887**	215,185

1 This represents the excess of amounts received from the Department of Defence under the On-Supply Agreement, from Defence's share of work conducted by Thales under the CMATS acquisition contract.

The above lease disclosures should be read in conjunction with the accompanying notes 1.2 and 2.3.

Accounting Policy

Lease liabilities

For all new contracts entered into, Airservices considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or Airservices' incremental borrowing rate.

The lease liability is measured at the present value of future lease payments, discounted using the Implicit Interest Rate (IIR), if available, otherwise the Incremental Borrowing Rate (IBR) is used. The discount rate represents Airservices' borrowing rate with the asset portfolio adjusted for the profile of the underlying asset (and its securitisation), currency and the tenure.

Where the IBR is used, Airservices will reference a 30-year Australian Medium-Term Note (MTN) corporate bond yield curve which has been built to reflect the costs of borrowings. The curve can be used to represent the entity's borrowing rate across asset categories and tenures.

Lease payments to be included in the measurement of the lease liability comprise of fixed payments (including in-substance fixed payments) less any lease incentives; variable lease payments that depend on an index or a rate; the exercise price of a purchase option if reasonably certain of exercise; amounts expected to be payable under a residual value guarantee; and any payments of penalties for terminating the lease if the lease term reflects the lessee exercising an option to terminate the lease.

Lease payments not included in the initial measurement of the lease liability are recognised directly in profit and loss. Overall, the variable payments constitute up to 2% (2024: 2%) of Airservices' entire lease payments at 30 June 2025. Airservices expects this ratio to remain constant in the future years. Refer to Note 1.2 Expenses for further detail.

The lease term determined comprises the non-cancellable period of lease contracts; periods covered by an option to extend the lease if the lessee is reasonably certain to exercise that option; and periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option.

Subsequent to initial measurement, the lease liability will be reduced to reflect lease payments made and increased to reflect interest on the lease liability.

Airservices remeasures the lease liability whenever there is a change in future lease payments arising from change in an index or rate; if there is a change in the entity's estimate of the amount expected to be payable under a residual value guarantee; or if the entity changes its assessment of whether it will exercise a purchase, extension, or termination option. When the lease liability is remeasured, the corresponding adjustment is reflected in the ROU asset or profit and loss depending on the nature of the reassessment or modification.

3. Our funds management

This section identifies Airservices Australia's funding structure.

3.1 Cash and cash equivalents

	2025 $'000	2024 $'000
Cash and cash equivalents		
Cash at bank and in hand	**169,333**	164,723
Deposit at call	**173,200**	133,500
Term deposits	**250,000**	25,000
Total cash and cash equivalents	**592,533**	323,223

a. Cash at bank and in hand

Cash at bank has a floating interest rate of 4.05% for balances up to $150m (2024: 4.55% for balances up to $150m). For balances greater than $150m, the interest rate is 3.85% (2024: 4.35% for balances greater than $150m). Cash in hand and some non-interest-bearing bank accounts have a zero interest rate.

b. Deposits at call

The deposits at call have a weighted average floating interest rate of 4.00% (2024: 4.50%). These 11am cash deposits are rolled over daily.

c. Term deposits

The term deposits of $250m have a weighted average interest rate of 4.15% and will mature on 3 July, 4 July, 29 July, 26 August and 27 August 2025 (2024: 4.75%).

Accounting Policy

Cash and cash equivalents

Cash is recognised at its nominal amount. Cash in the Statement of Financial Position comprises cash at bank and in hand and deposits at call and term deposits which are readily convertible to cash on hand.

3.2 Reconciliation of cash and cash equivalents

	2025 $'000	2024 $'000
Reconciliation of net (loss) after income tax to net cash flows from operations		
Net (loss) after income tax	**(237,092)**	(162,039)
Adjustments for non-cash items:		
Depreciation expense	**125,237**	120,628
Impairment recognised for property, plant and equipment	**10,157**	8,850
Reversal of previous asset write-downs	**(2,093)**	–
Net loss on sale/write-down of non-current assets	**520**	6,166
Aviation Super defined benefit contributions movement (after tax)	**14,639**	27,534
Change in assets		
Decrease in gross receivables	**4,318**	40,817
(Increase) in inventories	**(288)**	(347)
(Increase)/decrease in prepayments	**(6,717)**	2,831
(Increase)/decrease in other assets	**(9,229)**	3,508
(Increase) in deferred tax	**(88,681)**	(54,375)
Change in liabilities		
Increase/(decrease) in employee benefits	**17,273**	(8,643)
Increase in allowance for impairment	**3,432**	1,417
(Decrease)/increase in other liabilities	**(2,062)**	40,730
Increase/(decrease) in other provisions	**16,916**	(26,196)
Increase/(decrease) in creditors and accruals	**13,636**	(39,294)
Net cash flow from operating activities	**(140,034)**	(38,413)

3.3 Borrowings

	2025 $'000	2024 $'000
Unsecured borrowings		
Current[1]	**616,759**	82,846
Non-current[2]	**1,795,317**	1,496,912
Total borrowings	**2,412,076**	1,579,758

1 This represents amounts issued under a $300m commercial paper program, a $300m bilateral cash advance facility and a $2,800m medium-term note program. It includes $300m maturing 30 July 2025, $10m maturing 7 October 2025, $33m maturing 8 October 2025, $20m maturing 22 October 2025, $35m maturing 15 August 2025, $20m maturing 13 November 2025 and $200m maturing 15 May 2026.

2 This represents amounts issued under a $2,800m medium-term note program. It includes $300m maturing 15 November 2028, $275m maturing on 15 May 2030, $175m maturing on 15 May 2031, $200m maturing on 15 November 2032, $250m maturing on 15 May 2034, $500m maturing on 15 May 2035 and $100m maturing on 15 November 2052.

3.4 Standby arrangements and unused credit facilities

	2025 $'000	2024 $'000
Committed borrowing facilities		
Cash advance facilities	**850,000**	550,000
Total committed borrowing facilities	**850,000**	550,000
Amount utilised	**(300,000)**	–
Unused committed borrowing facilities	**550,000**	550,000
Uncommitted borrowing facilities		
Commercial paper program	**300,000**	300,000
Medium-term note program	**2,800,000**	1,500,000
Total uncommitted borrowing facilities	**3,100,000**	1,800,000
Amount utilised	**(2,118,000)**	(1,583,000)
Unused uncommitted borrowing facilities	**982,000**	217,000
Total unused committed and uncommitted borrowing facilities	**1,532,000**	767,000

3.5 Financial instruments

Airservices has exposure to credit risk, liquidity risk, market risk (comprising of interest rate and foreign exchange risk) arising from its operations and use of financial instruments. Airservices uses financial instruments to manage these risks within a framework consisting of a comprehensive set of risk management policies. These risks are managed centrally, and speculative trading is strictly prohibited.

Financial assets and liabilities — classification and measurement

Cash and cash equivalents

Airservices' cash and cash equivalents are overnight or short-term deposits that are held to maturity and have cash flows that solely represent principal and interest. All cash and cash equivalents are classified under AASB 9 as financial assets at amortised cost.

Trade and other receivables

All Airservices' trade receivable cash flows solely represent principal and interest payments and are classified under AASB 9 as financial assets at amortised cost. When measuring its trade and other receivables, Airservices has adopted the AASB 9 simplified approach to measure the impairment loss allowance at an amount equal to the lifetime expected credit loss.

Committed cash advances

Airservices' cash advances are bank loans that are held to maturity and have cash flows that solely represent principal and interest. All committed cash advances are classified under AASB 9 as financial liabilities at amortised cost.

Medium-term notes and commercial papers

Airservices' financial liabilities include medium-term notes and commercial papers which are initially measured at fair value less transactions costs and subsequently remeasured using the effective interest method. Under AASB 9 these instruments are all classified as financial liabilities at amortised cost.

Trade and other payables

Supplier and other payables are recognised at amortised cost as all cash flows solely represent payment of principal. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

Derivative financial instruments

Under AASB 9, all Airservices' derivative financial liabilities are measured and classified as financial assets or liabilities at fair value through profit and loss.

Derivative financial instruments – hedge accounting under AASB 9

Airservices uses derivative financial instruments, such as Forward Exchange Contracts (FECs) and Interest Rate Swaps (IRSs) to hedge its foreign currency risks and interest rate risks, respectively. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value on reporting date. Derivatives are carried as current or non-current financial assets when the fair value is positive and as current and non-current financial liabilities when the fair value is negative. Any gains or losses arising from changes in the fair value of derivatives are taken directly to profit or loss, except for the effective portion, which is recognised in other comprehensive income.

Fair value measurements

The fair values of Airservices' FECs and IRSs are calculated using a credit adjusted discounted cash-flow methodology. FEC and IRS contracted rates are compared to current market rates to calculate future cash flows which are then discounted to arrive at a present value. Airservices uses only observable market data as inputs.

Airservices does not apply netting to the fair values of its financial assets and liabilities. The Statement of Financial Position separates the fair values into current and non-current financial assets and liabilities. However, as at 30 June 2025, if netting was applied to the FEC portfolio then FEC financial assets of $4,157,828 would have been reduced by FEC financial liabilities of $232,312 to a net asset amount of $3,925,516 (2024: FEC financial assets of $2,336,925 would have been reduced by FEC financial liabilities of $735,989 to the net asset amount of $1,600,936).

If netting was applied to the IRS portfolio then IRS financial assets of $16,507,825 would have been reduced by IRS financial liabilities of $14,514,769 to the net liability amount of $1,993,056 (2024: IRS financial assets of $9,099,762 would have been reduced by IRS financial liabilities of $19,222,533 to the net liability amount of $10,122,771).

There is no secondary market for committed cash advances as they are executed under bilateral agreements with bank counterparties. As a result, their fair value is equal to the carrying amount.

Refer to Note 2.4 for fair value measurement basis of these instruments.

	AASB 9 accounting classification	**Carrying amount 2025 $'000**	**Fair value 2025 $'000**	Carrying amount 2024 $'000	Fair value 2024 $'000
Assets					
Forward exchange contracts	FVTPL	**4,158**	**4,158**	2,337	2,337
Cash and cash equivalents	AC	**592,533**	**592,533**	323,223	323,223
Receivables	AC	**105,240**	**105,240**	112,990	112,990
Interest rate swaps	FVTPL	**16,508**	**16,508**	9,100	9,100
Total assets		**718,439**	**718,439**	447,650	447,650
Liabilities					
Forward exchange contracts	FVTPL	**232**	**232**	736	736
Interest rate swaps	FVTPL	**14,515**	**14,515**	19,223	19,223
Medium-Term Notes	AC	**1,995,280**	**2,053,907**	1,496,912	1,489,266
Trade and other payables	AC	**183,376**	**183,376**	147,833	147,833
Commercial Paper	AC	**116,796**	**116,140**	82,846	82,816
Committed cash advances	AC	**300,000**	**300,000**	–	–
Total liabilities		**2,610,199**	**2,668,170**	1,747,550	1,739,874

Notes

AC Amortised Cost
FVTPL Fair Value Through Profit and Loss

3.5 Financial instruments (continued)

Financial risk

The financial risk management policy is aligned to Airservices' risk appetite statement. The policy identifies financial risks and provides effective guidance on how Airservices manages the risks faced by the organisation. It sets the risk limits, identifies the controls and determines the process for monitoring and adhering to limits. The policy is designed to add value without adding to the overall risks of the organisation.

The financial risk management policy and systems are reviewed regularly to reflect changes in market practices and Airservices' activities. Internal audit undertakes ad hoc reviews of financial risk management policy, controls and procedures, the results of which are reported to the Board Audit and Risk Committee.

Airservices uses financial instruments to manage its financial risks. The central Treasury unit identifies and evaluates the financial risks in close co-operation with other Airservices' units and seeks to minimise potential adverse effects on the financial performance.

As a result of the nature of Airservices' business and internal policies dealing with the management of financial risk, Airservices' residual exposure to credit, liquidity and market risk is considered to be low.

Credit risk

Credit risk represents the risk that one party to a transaction will fail to discharge an obligation and cause the other party to suffer a financial loss. Airservices invests money and enters into financial derivative contracts with authorised counterparties whose long-term credit rating is at, or above, A- (Standard and Poor's) or A3 (Moody's). There are currently only four approved counterparties. The maximum credit limit for each approved counterparty is currently $300m (2024: $300m). Counterparty credit exposure is assessed using the principles of the 'Current Exposure Method'. As at 30 June 2025, the maximum risk exposure to all authorised counterparties after applying the Current Exposure Method was $686.2m (2024: $460.2m).

Airservices is exposed to credit risk arising from potential default of debtors. This is equal to the total amount of trade and other receivables (2025: $105.2m and 2024: $112.9m). Airservices has assessed the risk of default on payment and has allocated $13.9m in 2025(2024: $10.4m) as an allowance for impairment.

Airservices trades only with recognised, creditworthy third parties, and as such collateral is not requested nor is it Airservices' policy to securitise its trade and other receivables.

Credit risk of financial instruments not past due or individually determined as impaired.

	Not past due nor impaired 2025 $'000	Not past due nor impaired 2024 $'000	**Past due or impaired 2025 $'000**	Past due or impaired 2024 $'000
Receivables	**93,728**	101,695	**20,205**	16,639
Total	**93,728**	101,695	**20,205**	16,639

Airservices is exposed to concentration of risk with respect to trade receivables. 54% of revenues earned are from the following dominant operators: Qantas Group (including Jetstar) and Virgin Group.

Liquidity risk

Liquidity risk management is concerned with ensuring there are sufficient funds available to meet financial commitments in a timely manner whilst also planning for unforeseen events which may reduce cash inflows and cause pressure on liquidity.

The primary objectives of short-term liquidity risk management are to ensure sufficient funds are available to meet daily cash requirements, whilst ensuring that cash surpluses in low interest bearing accounts are minimised.

The primary objective of long-term liquidity risk management is to ensure that funding (i.e. debt) facilities are in place to meet future long-term funding requirements.

2025	Average interest rate %	Floating interest rate $'000	1 year or less $'000	1 to 5 years $'000	More than 5 years $'000	Non-interest bearing $'000	Total $'000
Financial liabilities							
Non-derivative							
Trade and other payables	-	-	-	-	-	183,376	183,376
Commercial paper	4.12	118,000	-	-	-	-	118,000
Medium-term notes	4.82	-	295,775	907,800	1,585,250	-	2,788,825
Derivative							
Interest rate swaps[1]	-	-	(468)	1,175	(303)	-	404
Interest rate swaps[2]	-	-	(681)	(2,752)	1,945	-	(1,488)
Net financial liabilities		118,000	294,626	906,223	1,586,892	183,376	3,089,117

1 Weighted average interest rates at 30 June were pay fixed at 3.13% and receive float at 3.86%.

2 Weighted average interest rates at 30 June were pay float at 3.83% and receive fixed at 3.61%.

2024	Average interest rate %	Floating interest rate $'000	1 year or less $'000	1 to 5 years $'000	More than 5 years $'000	Non-interest bearing $'000	Total $'000
Financial liabilities							
Non-derivative							
Trade and other payables	-	-	-	-	-	147,833	147,833
Commercial paper	4.56	83,000	-	-	-	-	83,000
Medium-term notes	4.61	-	62,475	746,500	1,269,825	-	2,078,800
Derivative							
Interest rate swaps[3]	-	-	(2,886)	(4,292)	117	-	(7,061)
Interest rate swaps[4]	-	-	4,802	10,826	3,622	-	19,250
Net financial liabilities		83,000	64,391	753,034	1,273,564	147,833	2,321,822

3 Weighted average interest rates at 30 June were pay fixed at 2.92% and receive float at 4.62%.

4 Weighted average interest rates at 30 June were pay float at 4.60% and receive fixed at 3.33%.

3.5 Financial instruments (continued)

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market rates. The following table is a sensitivity analysis of the market risk that Airservices is exposed to through the use of foreign exchange and interest rate derivatives as well as investments and borrowings.

Interest rate sensitivity analysis is calculated on a 'reasonably possible' basis with reference to the key drivers of interest rates, market expectations and historical data. In analysing interest rate sensitivities Airservices varies actual interest rates by +/- 1.32% (2024: +/- 1.36%).

Airservices has adopted a simplified approach to calculate market risk sensitivities for foreign exchange contracts. A standard sensitivity variable of +/- 8.06% (2024: +/- 8.28%) has been applied to all currencies. Airservices acknowledges that it is necessary to monitor annual movements in currencies to ensure the relevance of using a single constant rate.

			Effect of positive movement		**Effect of negative movement**	
2025	**Carrying amount $'000**	**Change in risk variable +/-%**	**Profit and loss $'000**	**Equity $'000**	**Profit and loss $'000**	**Equity $'000**
Currency risk						
Buy USD forward contracts	**1,439**	**8.06**	**-**	**(2,232)**	**-**	**2,621**
Buy EUR forward contracts	**2,487**	**8.06**	**-**	**(2,597)**	**-**	**3,059**
Interest rate risk						
Cash and cash equivalents	**592,533**	**1.32**	**7,820**	**-**	**(7,820)**	**-**
Medium-term notes	**1,995,280**	**-**	**-**	**-**	**-**	**-**
Interest rate swaps	**1,993**	**1.32**	**(25,891)**	**-**	**29,207**	**-**
Commercial paper	**116,796**	**1.32**	**(1,558)**	**-**	**1,558**	**-**

			Effect of positive movement		Effect of negative movement	
2024	Carrying amount $'000	Change in risk variable +/-%	Profit and loss $'000	Equity $'000	Profit and loss $'000	Equity $'000
Currency risk						
Buy USD forward contracts	1,638	8.28	–	(3,815)	–	3,336
Buy EUR forward contracts	(37)	8.28	–	(103)	–	107
Interest rate risk						
Cash and cash equivalents	323,223	1.36	4,343	–	(4,343)	–
Medium-term notes	1,496,912	–	–	–	–	–
Interest rate swaps	(10,123)	1.36	(16,217)	–	18,373	–
Commercial paper	82,846	1.36	(1,129)	–	1,129	–

Forward exchange contracts

Airservices uses FECs to hedge foreign currency exchange rate risk arising from committed transactions primarily relating to capital expenditure program undertakings. Airservices accounts for all of its FECs as cash flow hedges. Airservices' policy is to achieve 100% hedge effectiveness. All foreign currency exposures have a greater than 95% certainty of occurring, as all exposures are committed.

The effectiveness test is on a FEC rate to market rate comparison. Prospective testing is on a critical terms basis with the retrospective test based on an effectiveness ratio of 80–125%. Gains or losses are recognised on the hedging instrument (i.e. the FEC) and hedged item (i.e. the committed foreign exchange exposure) with any ineffectiveness recognised in the Statement of Comprehensive Income.

At balance date, the details of outstanding contracts are (Australian dollar equivalents):

	Sell Australian dollars		Average exchange rate	
Buy euros	**2025 $'000**	2024 $'000	**2025 EUR/AUD**	2024 EUR/AUD
Maturity				
3 months or less	**1,635**	322	**0.5923**	0.5788
Greater than 3 months but less than 1 year	**10,077**	998	**0.5958**	0.6082
Greater than 1 year	**21,347**	–	**0.5904**	–

	Sell Australian dollars		Average exchange rate	
Buy US dollars	**2025 $'000**	2024 $'000	**2025 USD/AUD**	2024 USD/AUD
Maturity				
3 months or less	**7,235**	11,678	**0.6526**	0.6703
Greater than 3 months but less than 1 year	**12,969**	13,309	**0.6720**	0.6876
Greater than 1 year	**9,227**	18,041	**0.7333**	0.7201

Capital management

Airservices is a price regulated government-owned corporate Commonwealth entity with a capital management strategy that targets a minimum standalone/independent credit rating in the 'bbb' range and allows for sufficient flexibility in gearing to enable Airservices to absorb short- to medium-term shocks to traffic levels and costs. Recently, following an assessment of its forecast net debt and shareholder equity positions, the Board approved a temporary increase in the maximum gearing ratio to allow Airservices to accommodate costs associated with generational investment programs such as OneSKY and Western Sydney International Airport.

Airservices conducts independent biennial reviews to assess its capital structure and develop actionable recommendations to optimise financial performance and capacity to fund the delivery of core services and investment programs. The previous review, completed in December 2024, resulted in changes to Airservices' corporate treasury policy that included a strengthened capital structure framework, a dividend policy and refreshed key financial metric performance indicators. Airservices will undertake its next review in FY2027.

4. Our People

This section describes a range of employment and post-employment benefits provided to our people and our relationships with other key people.

4.1 Employee provisions

	2025 $'000	2024 $'000
Current employee provisions		
Employee benefits		
Recreation leave	**69,999**	67,273
Long service leave	**159,544**	145,445
Separations and redundancies	**4,277**	4,435
Other	**3,517**	–
Pre-Comcare Workers compensation	**176**	184
Total current employee provisions	**237,513**	217,337
Non-current employee provisions		
Employee benefits		
Long service leave	**25,326**	26,469
Separations and redundancies	**2,659**	2,730
Other	**9,825**	–
Pre-Comcare Workers compensation	**1,388**	1,554
Total non-current employee provisions	**39,198**	30,753

Description of provisions

Employee benefits

Workers compensation

These provisions represent Airservices' self-insured liability for workers compensation prior to 1 July 1989, which is calculated annually by an independent actuary.

Separations and redundancies

This includes $4.3m (2024: $4.7m) for ATC employees who were employed by Airservices on 1 July 1998 and continue to meet the eligibility requirements under the relevant enterprise agreement and $2.7m (2024: $2.5m) for redundancy provisions.

Other

This provision is for a retention incentive scheme relating to Air Traffic Services Centre program.

Accounting Policy

Employee benefits

Salaries, wages, and termination benefits

Liabilities for short-term employee benefits and termination benefits expected to be wholly settled within 12 months of the end of the reporting period are measured at their nominal amounts. Liabilities for salary and wages are recognised and are measured as the amount unpaid at the reporting date at pay rates which will be applicable when paid, in respect of employees' services up to that date.

Recreation leave

The provision for recreation leave is not expected to be settled wholly within 12 months after the end of the period in which the employees render the related service. Accordingly, the employee benefit provision is measured as a long-term benefit by calculating the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

Long service leave and early retirement benefit

Employee benefit provisions for long service leave and early retirement benefits are assessed by qualified actuaries on an annual basis. Various actuarial assumptions are required when determining Airservices' obligations and these are discussed below.

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date, using the projected unit credit method. A liability for early retirement benefit is recognised within the provision for separations and redundancies in accordance with the applicable Enterprise Agreement and is measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on high quality corporate bonds (AA and AAA rated bonds only) with terms to maturity that match, as closely as possible, the estimated future cash outflows.

On-costs associated with recreation leave and long service leave are classified as separate provisions from employee benefits, in accordance with section 24 of the FRR and is recognised in Other Provisions, Note 2.5.

4.2 Defined benefit fund asset

Superannuation plan

Previously, Airservices was the principal sponsor of the superannuation fund, AvSuper, however during 2023–24 AvSuper merged with the Australian Retirement Trust (ART). The Successor Fund Transfer of the AvSuper Fund took place on 1 May 2024 and is now referred to as Aviation Super.

Aviation Super is a corporate plan of ART and retains the defined benefit members of the AvSuper Fund who remain employees of Airservices.

The plan has a defined benefit section and a defined contribution section. The defined benefit section provides benefits based on the length of service and final average salary. The defined contribution section receives fixed contributions and Airservices legal or constructive obligation is limited to these contributions.

The following sections set out details relating only to the defined benefits section of the Plan. Note that the defined benefits section is closed to new members. The valuation uses estimated 30 June 2025 membership and asset data.

	2025 $'000	2024 $'000
Benefit asset		
The amounts recognised in the statement of financial position are determined as follows:		
Present value of the defined benefit obligation	**(450,742)**	(452,095)
Fair value of defined benefit plan assets	**612,087**	598,884
Net benefit asset – non-current	**161,345**	146,789
Categories of plan assets		
The major categories of plan assets are as follows:		
Cash	**12,242**	41,922
Equity instruments	**223,412**	244,045
Debt instruments	**217,291**	202,123
Other assets	**159,142**	110,794
Total plan assets	**612,087**	598,884

	2025 $'000	2024 $'000
Reconciliations		
Reconciliation of the present value of defined benefit obligation:		
Balance at the beginning of the year	**452,095**	466,809
Current service cost	**14,620**	14,053
Contribution by members	**5,800**	6,003
Interest cost	**23,809**	25,625
Remeasurements		
Effect of changes in financial assumptions	**1,429**	(9,242)
Effect of experience adjustments	**(4,424)**	(21,174)
Benefits paid	**(42,587)**	(29,979)
Balance at the end of the year	**450,742**	452,095
Reconciliation of the fair value of plan assets:		
Balance at the beginning of the year	**598,884**	581,591
Interest Income	**32,045**	32,350
Remeasurements		
Return on plan assets (excluding interest income)	**17,918**	8,918
Contribution by Airservices	**27**	27
Contribution by members	**5,800**	5,977
Benefits paid	**(42,587)**	(29,979)
Balance at the end of the year	**612,087**	598,884
Net amount recognised in the Statement of Comprehensive Income		
The amounts recognised in the Statement of Comprehensive Income are as follows:		
i. Defined benefit cost recognised in profit or loss		
Current service cost	**14,620**	14,053
Interest on the net defined benefit asset	**(8,236)**	(6,725)
Total included in employee benefits expense	**6,384**	7,328
ii. Remeasurements (recognised in Other Comprehensive Income)		
Effect of changes in financial assumptions	**1,429**	(9,242)
Effect of experience adjustments	**(4,424)**	(21,174)
Return on plan assets (excluding interest income)	**(17,918)**	(8,918)
Total remeasurements included in Other Comprehensive Income	**(20,913)**	(39,334)
iii. Total defined benefit (gain) recognised in the Statement of Comprehensive Income	**(14,529)**	(32,006)
Actual return on plan assets	**56,256**	40,060

4.2 Defined benefit fund asset (continued)

Principal actuarial assumptions

The principal actuarial assumptions used (expressed as weighted averages) were as follows:

	2025	2024
Discount rate	**5.30%**	5.50%
Future salary increases – short-term	**6.00%**	6.30%
Future salary increases – long-term	**4.80%**	4.90%

The economic assumptions used by the actuary to make the funding arrangements were:

- a discount rate of 5.30% p.a. (2024: 5.50% p.a.) derived by applying the yield curve reported by Milliman to the expected cash flows of Aviation Super and equating this to a single equivalent rate
- the salary increase rate assumption is equivalent to a liability weighted single rate assumption of 4.80% p.a (2024: 5.00% p.a.).

Sensitivity analysis

A sensitivity analysis for the key actuarial assumptions, holding other assumptions constant, and their potential impact on the defined benefit obligation are shown below.

2025	**Increase $'000**	**Decrease $'000**
Discount rate (0.5% movement)	**(21,431)**	**19,930**
Future salary increases (0.5% movement)	**16,139**	**(18,066)**

2024	Increase $'000	Decrease $'000
Discount rate (0.5% movement)	(20,853)	18,850
Future salary increases (0.5% movement)	22,199	(17,922)

Maturity profile

The following payments are expected to be made in future years out of the defined benefit plan obligation.

	2025 $'000	2024 $'000
Undiscounted benefit payments		
1 year or less	**36,601**	35,908
2 to 5 years	**182,102**	180,708
5 to 10 years	**226,399**	231,310
Greater than 10 years	**539,904**	565,690
Total expected payments	**985,006**	1,013,616

The average duration of the defined benefit plan obligation at the end of the reporting period is 7 years (2024: 7 years).

Employer contributions

Employer contribution rates are reviewed by the Employer as required under the Trust Deed. The Trustee receives advice on contribution rates with each actuarial investigation of the Plan undertaken for the Trustee. The Employer also reviews contributions rates as required if the financial position of the plan deteriorates. An actuarial investigation of the Plan is made each year (current practice), and the last such assessment was made as at 30 June 2024. This disclosed a surplus of $156.1m (2023: $118.6m). An actuarial investigation meeting requirements of the Superannuation Industry (Supervision) Act 1993 is undertaken every three years.

For the year ended 30 June 2025 the employer contribution rate was:

- 3% of gross salary for those employees who remain members of the Commonwealth Superannuation Scheme (CSS category) (2024: 3%);
- From 1 July 2018, a contribution holiday was applied for other Airservices' employees who are full members (FULL) accruing a defined benefit under Division 2 of the Trust Deed.

The Employer and Trustee have an agreement regarding contributions required, should the Fund's financial position become unsatisfactory.

The objectives in setting the contribution rate are to ensure:

i. the benefit entitlements of members and other beneficiaries are fully funded by the time they become payable; and
ii. there is a low probability that the assets are insufficient to meet the minimum benefit liabilities of the Fund should it terminate.

To achieve the first objective, the actuary has adopted a method of funding benefits known as the Attained Age Normal funding method. This funding method seeks to have benefits funded by means of a total contribution which is expected to be a constant percentage of members' salaries over their remaining working lifetimes. To achieve the second objective, the actuary undertakes scenario testing of the short-term financial position of the Plan.

Employer contributions expected to be paid by Airservices for the year ending 30 June 2026 are $0.024m due to the contribution holiday for FULL members, not including any additional contributions required (2025: $0.027m).

Net Financial position of the plan

In accordance with AASB 1056 Superannuation Entities, the Plan's net financial position is determined as the difference between the present value of the accrued benefits and the fair value of Plan assets. This was determined as at the date of the most recent financial report of ART Consolidated Financial Statements (AvSuper 2024), when a surplus of $156.1m was reported (2023: $118.6m). Last year in these financial statements, Airservices recognised a defined benefit asset of $146.8m at 30 June 2024. The difference between the amounts is due to the different accounting treatment of the net financial position for the employer under AASB 119, and the Plan under AASB 1056.

As at 30 June 2025 these financial statements disclose a defined benefit asset of $161.3m (2024: $146.8m). Aviation Super's net financial position for the Plan under AASB 1056 will not be available until after these financial statements have been signed.

4.2 Defined benefit fund asset (continued)

Accounting Policy

Superannuation

Contributions are made predominantly to Aviation Super (sponsored by Airservices) and Commonwealth Superannuation Corporation (ComSuper) which administers the Commonwealth Superannuation Scheme (CSS) and Public Sector Superannuation (PSS) funds. Aviation Super has a defined benefit section and an accumulation section within its fund. Contributions to the Aviation Super defined benefit fund are made in accordance with advice received from the fund's actuary. Contributions to accumulation funds are in accordance with the organisation's Enterprise Agreement(s) and other employee contracts, in line with legislative requirements. Contributions to ComSuper for the PSS and CSS funds are in accordance with actuarial reports as notified by the Department of Finance.

Contributions to all funds except the Aviation Super defined benefit fund are recognised as an expense as they become payable. With respect to the Aviation Super defined benefit fund, the net interest on the net defined benefit asset is recognised in the profit before income tax, whereas actuarial gains and losses are recorded in other comprehensive income.

A liability or asset in respect of the Aviation Super defined benefit superannuation plan is recognised in the Statement of Financial Position and is measured as the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets as outlined above. The defined benefit obligation is calculated annually by an independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using the interpolation between the yield on high quality corporate bonds (AA and AAA rated bonds only) that have terms approximating to the terms of the related obligation. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

Accounting Judgements and Estimates

Aviation Super defined benefit plan

Various actuarial assumptions are required when determining Airservices' obligations under the Aviation Super defined benefit plan. The assumptions relied on for the period to 30 June 2025 are discussed above.

Long Service Leave and Early Retirement Benefits

Various actuarial assumptions are required when determining Airservices' obligations for long service leave and the early retirement benefit scheme. The long-term employee benefit assumptions relied on for the period to 30 June 2025 are based on enterprise agreements that were applicable during the financial year. These include a 6.0% annual salary increase for the first 2 years and 4.8% (2024: 4.9%) p.a. thereafter, staff turnover rates ranging from 7.0% to 19.0% (depending on period of service), and the rate at which long service leave is taken while an employee is assumed to be 0.246 months of leave per annum. The Discount Rate is derived from a yield curve based on interpolation of high-quality corporate bonds (AA and AAA rated bonds only) based on the durations that reflect the estimated mean term of the liabilities, as follows:

Liability	Mean term	Corporate bond rates	Discount rate
Defined benefits	7 years	Discount rate derived by applying Milliman's yield curve to expected cashflows of Aviation Super and equating this to a single rate	5.3% p.a. (5.5% 2024)
Long service leave	5.9 years	5 year and 6 year	5.0% p.a. (5.4% 2024)
Early retirement benefit	1.6 years	1 year and 2 year	3.9% p.a. (5.0% 2024)
Recreation leave	0.9 years	Short term yield	3.9% p.a. (5.0% 2024)

4.3 Key management personnel remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of Airservices, directly or indirectly, including any Board member. Also included, are personnel acting in key management positions for periods of 30 consecutive days or more or acting arrangements required to be in place due to vacancy regardless of timeframe. Key management personnel remuneration is reported in the table below:

	2025 $'000	2024 $'000
Key executive remuneration expense for the reporting period		
Board		
Short-term employee benefits:		
Salary	**731**	819
Allowances and other benefits	**59**	58
Total short-term employee benefits	**790**	877
Post-employment benefits:		
Superannuation (post-employment benefits)	**84**	90
Total post-employment benefits	**84**	90
Total Board remuneration	**874**	967

The information about non-executive Board members included in the table above relates to 10 individuals (2024: 9 individuals).

Key Executive Management		
Short-term employee benefits:		
Salary[1]	**6,446**	5,047
Allowances and other benefits	**195**	52
Total short-term employee benefits	**6,641**	5,099
Post-employment benefits:		
Superannuation (post-employment benefits)	**416**	408
Total post-employment benefits	**416**	408
Other long-term benefits:		
Long service leave	**132**	100
Total other long-term benefits	**132**	100
Termination benefits	**2,720**	998
Total Key Executive Management remuneration	**9,909**	6,605
Total Key Management Personnel remuneration[2,3]	**10,783**	7,572

1 Salary includes recreation leave paid and the net movement in recreation leave balance in the current reporting period.

2 Increase in remuneration benefits relates to increased termination costs, increase in reportable FBT, higher number of acting arrangements over 30 days and newly created roles in FY24 (part year) reported as full year in FY25.

3 The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the entity.

Airservices has determined the key management personnel to be the Board members, Chief Executive Officer, Deputy Chief Executive Officer, nine Executive General Managers (positions of which were covered by thirteen officers during the year) the Director of Safety, Security and Environment Assurance and the General Counsel & Board Secretary. The information about executives above relates to 11.35 Full Time Equivalents (FTEs) (2024: 9.85 FTEs).

4.4 Related party transactions

a. Board members

The names of persons who were Board members of Airservices during the financial year are as follows:

	Status	Commenced	Finished
Chairperson			
John Weber	Ceased	6 April 2017	3 June 2025
Anne Brown	Ongoing	3 June 2025	
Deputy Chair			
Greg Hood	Ceased	8 September 2021	7 September 2024
Anne Brown	Commenced Chairperson role	13 December 2024	2 June 2025
Board members			
Anne Brown[1]	Commenced Deputy Chair role	4 December 2019	12 December 2024
Lawrence Turner	On-going	3 March 2021	Current
Dr Eileen Doyle	Ceased	21 April 2021	20 April 2025
Dr Marlene Kanga AM	Ceased	4 September 2017	3 September 2024
Melvin Hupfeld	On-going	1 August 2023	Current
Nicolle Connelly	On-going	1 August 2023	Current
Susan Ferrier	On-going	24 March 2025	Current
Douglas Bain	On-going	1 April 2025	Current
Chief Executive Officer			
Rob Sharp[2]	On-going	29 July 2024	Current
Peter Curran	Commenced acting CEO role	09 June 2024	28 July 2024

1 Anne Brown – Acting Chairperson from 3 June 2025 to 28 July 2025. Appointed ongoing on 29 July 2025.

2 Rob Sharp – Interim CEO from 29 July 2024 to 19 January 2025. Formally appointed on 20 January 2025.

b. Executives

The names of persons who were Executives of Airservices during the financial year (noting CEO remuneration is included in the Board remuneration table) are as follows:

Executives	Title	Commenced	Finished
Rob Sharp	Chief Executive Officer	29 July 2024	Current
Peter Curran[3]	Deputy Chief Executive Officer	29 July 2024	Current
Rochelle Reynolds	Chief Airspace and Network Officer	20 January 2025	Current
Michelle Petersen[4]	Chief Aerodromes Officer	8 July 2024	Current
Craig Webster	Chief Financial Officer	17 February 2025	Current
Paul Logan	Chief Financial and Performance Officer	2 July 2015	5 April 2025
Michelle Bennetts	Chief Service Delivery Officer	16 April 2018	31 July 2024
Claire Ledder	A/g Chief Financial and Performance Officer	6 January 2025	16 February 2025
Mark Hind	Chief Technology Enablement Officer	27 April 2020	Current
Christian Patten	Chief Strategy Execution Officer	13 June 2022	30 May 2025
Danielle Mesa	Chief People and Culture Officer	30 October 2023	Current
Vivienne King	Chief Operating Officer	21 August 2023	Current
Jacqui O'Dea	Chief Risk, Noise and Environment Officer	10 February 2025	Current
Mu Yan	A/g Chief Risk, Noise and Environment Officer	22 February 2025	13 April 2025
Craig Charker	A/g Chief Service Delivery Officer	14 May 2024	19 January 2025
Paul Stoddart	Chief Customer and External Relations Officer	11 June 2024	Current
Mark Scanlan	Director of Safety, Security and Environment Assurance	30 January 2023	14 February 2025
Elizabeth Grinston	General Counsel & Board Secretary	17 January 2022	5 August 2024
Marcus Bourget	A/g General Counsel & Board Secretary	7 August 2024	11 February 2025
Dominic Gyngell	General Counsel & Board Secretariat	12 February 2025	Current

3 Peter Curran – Acting CEO from 1 July 2024 to 28 July 2024.

4 Michelle Peterson – Acting Chief Aerodromes Officer from 8 July 2024 to 26 November 2024. Formally appointed on 27 November 2024.

4.4 Related party transactions (continued)

c. Transactions with related parties

Certain Board member-related entities have transactions with Airservices that occur within normal customer or supplier relationships on terms and conditions no more favourable than those which it is reasonable to expect Airservices would have adopted if dealing with the Board member-related entity at arm's length in similar circumstances. These transactions include the following entities and have been described below where the transactions are considered likely to be of interest to users of these financial statements:

2025

- Airservices provided payments to Australian Maritime Systems Group amounting to $233,682.47 for the period 1 July 2024 to 4 June 2025 during which time John Weber was Chairman of the Airservices Australia Board and was a Director at Australian Maritime Systems Group.
- Airservices provided payments to Jigsaw Group amounting to $22,338.80 for the period 1 July 2024 to 30 June 2025 during which time Lawrence Turner was a Board Member at Airservices Australia and his daughter was a workplace trainee performing work unrelated to Airservices at Jigsaw Group Limited.
- Airservices provided payments to RMIT University amounting to $160,921.20 for the period 1 July 2024 to 30 June 2025 during which time Nicolle Connelly was a Board Member at Airservices Australia and Associate Professor/Assistant Associate Dean at RMIT University.
- Airservices provided payments to the Civil Aviation and Safety Authority amounting to $99,300.86 for the period 1 July 2024 to 8 September 2024 during which time Greg Hood was Deputy Chair of the Airservices Board and their domestic partner was an employee of the Civil Aviation and Safety Authority.
- Airservices provided payments to L3 Harris Communications Australia amounting to $7,095,772.93 for the period 1 July 2024 to 8 September 2024 during which time Greg Hood was Deputy Chair of the Airservices Board and had a personal relationship with the Chief Executive Officer of L3 Harris Communications Australia.
- Airservices provided payments to NEXTDC Limited amounting to $87,675.45 for the period 1 July 2024 to 21 April 2025 during which time Eileen Doyle was both a Board member of Airservices Australia and Non-Executive Director at NEXTDC Limited.
- Airservices provided payments to Thales amounting to $3,838,515.97 for the period 10 February 2025 to 30 June 2025 during which time Jacqui O'Dea was the Chief Risk, Noise & Environment Officer at Airservices Australia and her son was employed as Senior Offensive Security Consultant at Thales.
- Airservices provided payments to Tractix Pty Ltd amounting to $471,900.68 for the period 1 July 2024 to 30 June 2025 during which time Mark Hind was the Chief Technology Enablement Officer at Airservices Australia and his daughter was employed by Tractix Ptd Ltd.
- Airservices received payments from Royal Victorian Aero Club amounting to $ 87,746.54 for the period 1 July 2024 to 30 June 2025 during which time Melvin Hupfeld was a Board member of Airservices Australia and patron of Royal Victorian Aero Club.
- Airservices received payments from Virgin Australia amounting to $176,641,279.50 for the period 1 July 2024 to 30 June 2025 during which time Lawrence Turner was a Board member of Airservices Australia and his son-in-law was employed with Virgin Australia as a Boeing 737 Captain.

2024

- Airservices provided payments to Dimeo Cleaning Services amounting to $1,980.44 for the period 1 July 2023 to 30 June 2024 during which time John Weber was Chairman of the Airservices Board and was a Director at Dimeo Group.
- Airservices provided payments to Australian Maritime Systems Group amounting to $108,103.08 for the period 1 July 2023 to 30 June 2024 during which time John Weber was Chairman of the Airservices Board and was a Director at Australian Maritime Systems Group.
- Airservices provided payments to the Civil Aviation and Safety Authority amounting to $138,054.65 and received an amount of $7,472.35 for the period 1 July 2023 to 30 June 2024 during which time Greg Hood was Deputy Chair of the Airservices Board and their domestic partner was an employee of the Civil Aviation and Safety Authority.
- Airservices provided payments to L3 Harris Communications Australia amounting to $62,998,842.41 for the period 1 July 2023 to 30 June 2024 during which time Greg Hood was Deputy Chair of the Airservices Board and had a personal relationship with the Chief Executive Officer of L3 Harris Communications Australia.
- Airservices provided payments to Civil Aviation Historical Society Inc amounting to $84,243.00 for the period 1 July 2023 to 30 June 2024 during which time Greg Hood was Deputy Chair of the Airservices Board and member of Civil Aviation Historical Society Inc.
- Airservices provided payments to NEXTDC Limited amounting to $128,188.03 for the period 1 July 2023 to 30 June 2024 during which time Eileen Doyle was both a Board member of Airservices Australia and Non-Executive Director at NEXTDC Limited.
- Airservices received amounts from Home Affairs amounting to $4,567.97 for the period 1 July 2023 to 30 June 2024 during which time Melvin Hupfeld was a Board member of Airservices Australia and member of Home Affairs to produce a recommended Australian National Cyber Security strategy.
- Airservices received amounts from the Royal Victorian Aero Club amounting to $89,379.27 for the period 1 July 2023 to 30 June 2024 during which time Melvin Hupfeld was a Board member of Airservices Australia and patron of Royal Victorian Aero Club.
- Airservices provided payments to Jigsaw Group AUS Limited amounting to $35,579.41 for the period 1 July 2023 to 30 June 2024 during which time Lawrence Turner was a Board member of Airservices Australia and his daughter attended Jigsaw as a workplace trainee funded by NDIS.
- Airservices received amounts from Virgin Australia amounting to $171,372,701.67 for the period 1 July 2023 to 30 June 2024 during which time Lawrence Turner was a Board member of Airservices Australia and his son in law was employed with Virgin Australia as 737 Captain.
- Airservices provided payments to Tractix Pty Ltd amounting to $3,339,634.12 for the period 1 July 2023 to 30 June 2024 during which time Mark Hind was the Chief Technology Enablement Officer of Airservices Australia and had a personal relationship with the business owner and his daughter was employed by Tractix Pty Ltd.

To the extent permitted by law, Airservices provides indemnities to its Board members and officers to complement the insurance arrangements that it has in place.

The Board adheres to a strict Conflict of Interest Protocol which includes a review of Board members' personal interests at each Board meeting. The management of any conflict is dependent on its nature and severity and may include the exclusion of Board members from receiving related material or withdrawal from discussion or decision making.

5. Managing Uncertainties

This section analyses how Airservices Australia manages financial risks within its operating environment.

5.1 Contingent liabilities

Airservices had contingent liabilities at 30 June 2025 in respect of:

Aviation Rescue Fire Fighting Services (ARFFS) potential contaminated site management

Airservices and its predecessor organisations – including the Civil Aviation Authority and the Commonwealth Department of Transport – historically used firefighting foams containing per- and poly-fluorinated alkyl substances (PFAS) for operational and training purposes as part of aviation rescue and firefighting services.

PFAS are non-biodegradable, persistent in the environment, and capable of bioaccumulation. Some PFAS have been associated with potential health and environmental risks and are the subject of ongoing scientific and regulatory review. These foams were widely used globally due to their superior firefighting performance. Airservices ceased using PFAS-containing firefighting foams at civilian airports in 2010.

Airservices is committed to identifying and implementing practicable solutions to manage PFAS where it has responsibility. To support this, we have developed and are implementing a National PFAS Management Plan, which provides an overarching strategy and governance framework for managing environmental and associated risks.

We continue to work closely with the Commonwealth and other stakeholders to manage PFAS contamination at airports where we operate, noting that other historic users of PFAS are also likely to have contributed to the presence of PFAS at these locations.

During the 2024–25 financial year, Airservices progressed site investigations to better understand the extent of PFAS across our leased sites, resulting from past operations by Airservices and its predecessor organisations. Aside from site investigations, significant investment also continues to be made to support site-specific management actions, research and development, and stakeholder engagement activities.

As investigations continue, further site-specific management and remediation actions may be required to address identified risks. The cost of these actions cannot be reliably quantified at this time, as the extent of any obligations will depend on the outcomes of ongoing investigations, regulatory requirements, and future management strategies.

We continue to engage with the Commonwealth to explore appropriate mechanisms to ensure these activities are fully funded and delivered, noting that many of the legacy issues associated with PFAS use originated under the operations of predecessor organisations.

Legal claims

Brisbane Airport Corporation (BAC) continues to pursue proceedings against Airservices in the Queensland Supreme Court seeking, amongst other things, compensation for alleged PFAS contamination by Airservices at Brisbane Airport. At this point in time, Airservices is not able to reliably quantify any potential liability.

Perth Airport Pty Ltd (PAPL) continues to pursue proceedings against Airservices in the Federal Court in Western Australia seeking, amongst other things, compensation for alleged PFAS contamination by Airservices at Perth Airport. At this point in time, Airservices is not able to reliably quantify any potential liability.

Airservices Australia is a defendant in ongoing litigation in the Supreme Court of Victoria (Sutcliffe & Ors v Airservices Australia), arising from a fatal aircraft collision in February 2020. The plaintiffs allege breaches of statutory and common law duties. The claim seeks damages for psychiatric injury and financial dependency. The matter is being defended. At this point in time, Airservices is not able to reliably quantify any potential liability.

Accounting Policy

Contingent liabilities and contingent assets

Contingent liabilities and contingent assets are not recognised in the Statement of Financial Position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

6. Other Information

6.1 Remuneration of auditors

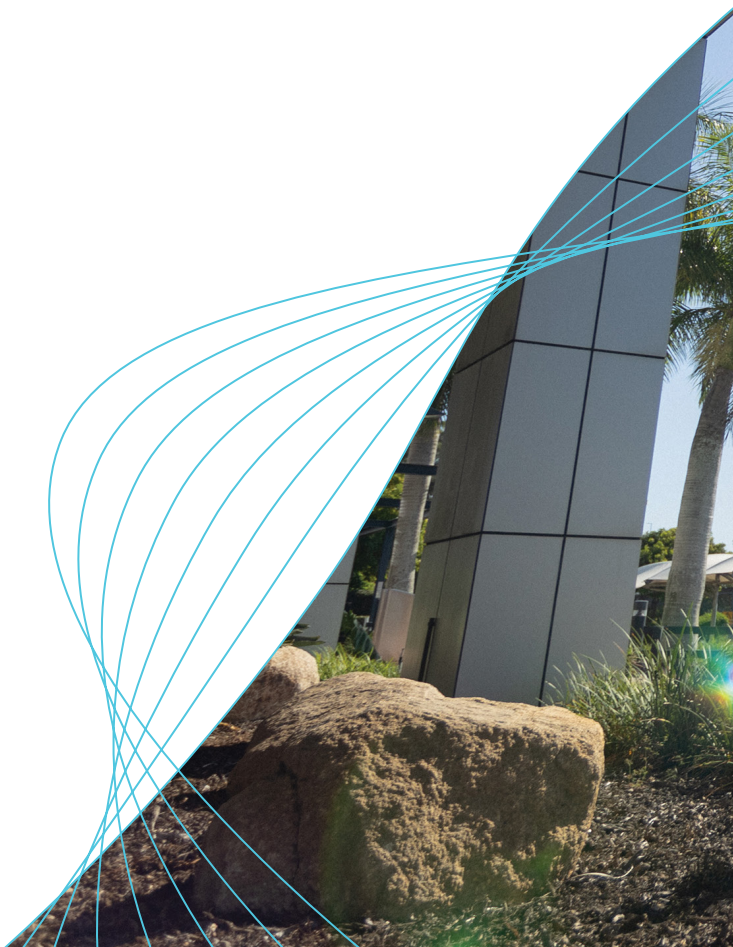
	2025 $'000	2024 $'000
Remuneration of auditors		
Auditing services provided by the Australian National Audit Office	**380,000**	375,000

6.2 Monies held on behalf of third parties

Airservices has been contracted by the Solomon Islands Civil Aviation Authority and the Republic of Nauru to provide airspace management and accounts receivable services. The contracts require Airservices to retain cash received and to remit funds at a later date to the Solomon Islands and Nauru Governments as required under the respective agreements. At balance date, the money held on behalf of third parties totalled $0.51m (2024: $0.54m) for the Solomon Islands and $0.06m (2024: $0.05m) for Nauru.

6.3 Events after the reporting date

There were no subsequent events that had the potential to significantly affect the ongoing structure and financial activities of Airservices.



People and culture

We are committed to creating a diverse workforce and an inclusive workplace where people feel safe, respected, and valued.

Our priority continues to be improving the support we provide for our people and our leaders to ensure a psychologically safe workplace.

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

- *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*
- *Human Rights Commission Act 1986*
- *Racial Discrimination Act 1975*
- *Sex Discrimination Act 1984*
- *Disability Discrimination Act 1992*
- *Workplace Gender Equality Act 2012*
- *Age Discrimination Act 2004*

Equal Employment Opportunity Report

Airservices Culture Improvement Program

Airservices is committed to fostering a diverse, inclusive, and equitable workplace where all employees — regardless of gender, background, identity, or ability — feel safe, respected, and empowered to thrive.

In 2024–25, we advanced this commitment through the implementation of a 3-year Culture Improvement Program, supported by a Diversity, Equity and Inclusion Strategy, Gender Equity Action Plan, and Reconciliation Action Plan. These initiatives were designed to increase the representation and engagement of under-represented groups across the organisation, with progress tracked through a new Culture Measurement Dashboard and regular employee engagement surveys.

Gender equity

Airservices made significant progress in advancing gender equity, particularly in leadership. Female representation in senior leadership roles increased by 15.6%, reflecting the impact of targeted development and inclusive recruitment practices. The Women@Airservices network was revitalised with a new Executive Sponsor and broader engagement, providing a platform for advocacy and connection. Gender-focused training, including unconscious bias modules embedded in recruitment processes, supported fair and inclusive hiring. Our collaboration with Air India and Melbourne Airport to operate an all-female crew flight on International Women's Day further demonstrated our commitment to visibility and industry-wide inclusion.

First Nations

Our Reconciliation Action Plan (RAP) working group continued to play a central role in shaping and guiding First Nations engagement. With a new Executive Sponsor, the group supported initiatives that promote cultural awareness and inclusion. While Indigenous representation remained steady at 1.7%, we deepened engagement through targeted workshops, cultural recognition events such as NAIDOC Week and National Reconciliation Week, and ongoing consultation with Aboriginal and Torres Strait Islander employees. These efforts reflect our commitment to building respectful relationships and creating meaningful opportunities for First Nations peoples.

LGBTQIA+ inclusion

We strengthened support for LGBTQIA+ employees through inclusive policy reform, visibility, and celebration. Key events such as Mardi Gras, Pride Month, and IDAHOBIT were recognised across the organisation, fostering a culture of acceptance and belonging. Our Respectful Workplace Behaviours Policy explicitly addresses vilification and discrimination based on sexual orientation and gender identity, reinforcing our zero-tolerance approach to harmful behaviours. While our current HR systems do not yet fully capture data on non-binary and gender-diverse employees, we are working to improve data inclusivity and visibility.

Disability and accessibility

Airservices made measurable progress in improving accessibility and support for employees with disabilities. In April 2025, we achieved conformance with the Web Content Accessibility Guidelines (WCAG) 2.1 Level AA, ensuring our digital platforms are inclusive for users with diverse needs. We launched a Disability Awareness eLearning course and introduced accessible learning modules with features such as transcripts, high-contrast visuals, and screen reader compatibility. Tailored support plans were implemented for neurodiverse employees involved in workplace matters, demonstrating our commitment to inclusive and individualised support.

Safe and respectful workplace

Creating a psychologically safe and respectful workplace remained a core priority. We released a new Code of Conduct and Respectful Workplace Behaviours Policy, both of which clearly outline expectations and leadership accountability in addressing harassment, bullying, and discrimination. These policies were embedded into training programs including Bystander and Integrity Essentials. Our Safe Place function underwent a comprehensive review to enhance its responsiveness to harmful behaviours, and the Psychosocial Risk Improvement Program (PRIP) actively monitored workplace data to identify and address EEO-related risks. These initiatives reflect a proactive and preventative approach to workplace safety and wellbeing.

Evaluation

While commercial challenges and financial sustainability necessitated a measured approach, these constraints limited the extent of progress we had initially envisaged. Our evaluation is that Airservices made measurable progress in advancing equity and diversity across the organisation. Female representation in senior leadership increased by 15.6%, driven by targeted gender initiatives. Engagement with First Nations employees was enhanced through cultural events and RAP-led consultation. LGBTQIA+ inclusion was supported via policy updates and visibility campaigns. Accessibility improved through WCAG 2.1 Level AA compliance and tailored neurodiversity support. A safer, more inclusive environment was fostered through our Respectful Workplace Behaviours Policy and psychosocial risk monitoring. These outcomes, evidenced by our Culture Measurement Dashboard and employee surveys, reflect our commitment to a workplace where all employees feel valued and empowered.

Diversity profile

Over the past year the number of women employed at Airservices has decreased by 2.6% compared with an increase of 2.7% in men. The number of women in senior leadership has increased by 15.6% compared to a 6.6% decrease in men.

Table 1: Representation of designated groups in overall headcount FY2020 to FY2025

Designated groups[1,2]	2019–20	2020–21	2021–22	2022–23	2023–24	2024–25
Indigenous Australians	1.7%	1.6%	1.9%	1.9%	1.8%	**1.7%**
People with a disability	0.9%	1.0%	1.0%	0.9%	0.9%	**0.8%**
People from a culturally or linguistically diverse background	6.1%	5.9%	23.0%[3]	22.8%	23.9%[5]	**24.7%**
Female employees	17.8%	17.2%	20.2%	19.8%	21.0%	**20.1%**
Gender: Non-binary, 'Uses a different term', 'Prefers not to answer'[4]	N/A	N/A	N/A	0%	0%	**0%**

1 Note that disclosure is voluntary, and not all employees provide equity and diversity data for these groups.

2 All figures are inclusive of full-time equivalent employees only.

3 Definition updated to meet the MCIMA Minimum Core Set of Standards for reporting culturally and linguistically diverse statistics.

4 Reporting of non-binary and other gender terms is not yet captured effectively by current Human Resources Information System (HRIS).

5 Correction issued from figure reported previously as 15.2%.

Table 2: Employees in diversity groups by job role classification as at 30 June 2025[1]

Job family	Aboriginal and Torres Strait Islander	Culturally and Linguistically Diverse	Disability
Air Traffic Management	5	320	6
Aviation Rescue Fire Fighting services	45	108	9
Engineering	0	89	0
Technical and Trade	3	59	5
Information and Communications Technology	1	55	2
Enabling Professions	7	224	7
Senior Leadership	2	56	2
Total by diversity groups	63	911	31
Percentage of workforce	**1.7%**	**24.7%**	**0.8%**

1 All figures are inclusive of full-time equivalent employees only.

Personal information, as recorded in our Human Resources Information System (HRIS), is treated confidentially according to the *Privacy Act 1988*.

Table 3: Gender by job role classification as at 30 June 2025

Job family[1]	Female by percentage	Female by number	Male by number	Non-binary, uses a different term, prefers not to answer (#)[2]
Air Traffic Management	17.2%	231	1,112	0
Aviation Rescue Fire Fighting services	5.6%	52	883	0
Engineering	11.3%	19	149	0
Technical and Trade	6.3%	16	238	0
Information and Communications Technology	22.1%	25	88	0
Enabling Professions	47.4%	333	369	0
Senior Leadership	37.2%	67	113	0
Total by gender	**20.1%**	**743**	**2,952**	**0**

1 All figures are inclusive of full-time equivalent employees only.

2 Reporting of non-binary and other gender terms is not yet captured effectively by current Human Resources Information System (HRIS).

Table 4: Employee age profile as at 30 June 2025

Age range[1]	Under 25	25–34	35–44	45–54	55–64	65+
Number of employees	91	634	1,246	1,085	571	68
Percentage of employees	2.5%	17.2%	33.7%	29.4%	15.5%	1.8%

1 All figures are inclusive of full-time equivalent employees only.

Table 5: Average retirement age

	2018–19	2019–20	2020–21	2021–22	2022–23	2023–24	2024–25
Average retirement age	61.6	61.1	63.4	66.7	67.9	60.7	62.3

Table 6: Part-time employees by age bracket

Flexibility	Under 25	25–34	35–44	45–54	55–64	65+	Total
Permanent part-time	0	12	63	49	33	3	**160**
Temporary part-time	2	0	0	0	1	1	**4**

Table 7: Ongoing employees by location (2024–25)

	Man/Male			Woman/Female			Non-binary, uses a different term, prefers not to answer[2]	
State[1]	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female		Total
NSW	370	3	373	64	5	69	0	**442**
QLD	962	35	997	211	28	239	0	**1,236**
SA	96	3	99	13	2	15	0	**114**
TAS	73	1	74	5	0	5	0	**79**
VIC	825	22	847	181	35	216	0	**1,063**
WA	234	3	237	20	2	22	0	**259**
ACT	159	7	166	88	14	102	0	**268**
NT	77	0	77	8	0	8	0	**85**
External Territories	0	0	0	0	0	0	0	**0**
Overseas	0	0	0	0	0	0	0	**0**
Total	**2,796**	**74**	**2,870**	**590**	**86**	**676**	**0**	**3,546**

1 All figures are reported on an actual head count basis (number of employees) excluding labour hire, contractors and consultants.

2 Reporting of non-binary and other gender terms is not yet captured effectively by current Human Resources Information System (HRIS).

Table 8: Ongoing employees by location (prior period 2023–24)

	Man/Male			Woman/Female			Non-binary, uses a different term, prefers not to answer[2]	
State[1]	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female		Total
NSW	325	5	330	59	2	61	0	**345**
QLD	935	29	964	220	27	247	0	**1,145**
SA	98	1	99	10	3	13	0	**98**
TAS	67	1	68	2	0	2	0	**63**
VIC	788	18	806	169	35	204	0	**940**
WA	234	1	235	17	2	19	0	**246**
ACT	180	4	184	95	20	115	0	**331**
NT	70	0	70	6	0	6	0	**74**
External Territories	0	0	0	0	0	0	0	**0**
Overseas	0	0	0	0	0	0	0	**0**
Total	**2,697**	**59**	**2,756**	**578**	**89**	**667**	**0**	**3,423**

1 All figures are reported on an actual head count basis (number of employees) excluding labour hire, contractors and consultants.

2 Reporting of non-binary and other gender terms is not yet captured effectively by current Human Resources Information System (HRIS).

Table 9: Non-ongoing employees by location (2024–25)

	Man/Male			Woman/Female			Non-binary, uses a different term, prefers not to answer[2]	
State[1]	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female		Total
NSW	13	1	14	10	0	10	0	**24**
QLD	20	0	20	26	0	26	0	**46**
SA	1	0	1	1	0	1	0	**2**
TAS	0	0	0	0	0	0	0	**0**
VIC	38	1	39	18	0	18	0	**57**
WA	1	0	1	1	0	1	0	**2**
ACT	5	1	6	10	1	11	0	**17**
NT	0	0	0	0	0	0	0	**0**
External Territories	0	0	0	0	0	0	0	**0**
Overseas	0	0	0	0	0	0	0	**0**
Total	**78**	**3**	**81**	**66**	**1**	**67**	**0**	**148**

1 All figures are reported on an actual head count basis (number of employees) excluding labour hire, contractors and consultants.

2 Reporting of non-binary and other gender terms is not yet captured effectively by current Human Resources Information System (HRIS).

Table 10: Non-ongoing employees by location (prior period 2023–24)

	Man/Male			Woman/Female			Non-binary, uses a different term, prefers not to answer[2]	
State[1]	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female		Total
NSW	23	2	25	17	0	17	0	**42**
QLD	41	1	42	30	2	32	0	**74**
SA	0	0	0	1	0	1	0	**1**
TAS	0	0	0	0	0	0	0	**0**
VIC	43	1	44	29	1	30	0	**74**
WA	1	0	1	2	0	2	0	**3**
ACT	10	1	11	13	1	14	0	**25**
NT	0	0	0	0	0	0	0	**0**
External Territories	0	0	0	0	0	0	0	**0**
Overseas	0	0	0	0	0	0	0	**0**
Total	**118**	**5**	**123**	**92**	**4**	**96**	**0**	**219**

1 All figures are reported on an actual head count basis (number of employees) excluding labour hire, contractors and consultants.

2 Reporting of non-binary and other gender terms is not yet captured effectively by current Human Resources Information System (HRIS).

Work health and safety performance

This section is presented in accordance with the *Work Health and Safety Act 2011* (WHS Act).

Executive commitment to work health and safety

Our Board and Executive leadership team remain steadfast in their commitment to fostering a safe, healthy, and inclusive workplace. We recognise that the safety and wellbeing of our people is critical to our operational excellence, effective service delivery and long-term success.

Best practice work health and safety principals remain core to the delivery of our strategic priorities in financial year 2024–25. Safety leadership, accountability and risk management are integral to how we operate. Guided by our Risk Appetite Statement, we focus on proactive risk mitigation, addressing both physical and psychosocial hazards. Our leaders actively champion a culture of care, courage and curiosity, reinforcing that safety is a shared responsibility. Through visible leadership, investment in capability, and a commitment to learning, we continue to strengthen our resilient and safety focussed workforce, to enable our safe skies.

Work health and safety initiatives

Key 2024–25 work health and safety (WHS) initiatives targeted safety leadership, effective systems, control management and continuous learning. We conducted deep dives into electrical safety and driving-related risk, as well as focussing on improvements to contractor management and our integrated risk management system. We strengthened controls associated with occupational hygiene, health and wellbeing, and psychosocial risk, ensuring we continued to prioritise the health and wellbeing of our people.

Electrical safety

We continued our multi-year electrical switchboard replacement program aimed at mitigating arc-flash and other identified electrical hazards through safety-in-design improvements. Informed by our asset risk profiling work, tranche 1 of the switchboard replacement program is now well underway. We partnered with University of Queensland to conduct an Electrical Safety Critical Control Management (CCM) bowtie analysis, ensuring that the most effective controls are identified, implemented, verified and monitored.

Driving and vehicle safety

Driving remains a key operational risk, particularly in remote and regional locations. During 2024–25, we conducted a critical control management deep dive into driving safety, building on the findings of an earlier independent review. This work is helping us refine our controls and identify further opportunities to reduce risk exposure for our people on the road.

Contractor management

Airservices continues to invest in smarter tools and resources to deliver improvements in contractor management. Key initiatives, including the update to the LinkSafe system induction and the refresh of our Visitor Management system, have lifted compliance, streamlined onboarding and enhanced security for contractor management. Real-time dashboarding and QR code access to safety information have improved oversight and engagement of the contractors we work with. Looking ahead, we're expanding both QR code functionality and dashboard insights – alongside new contractor resources – to further support risk awareness and safe work practices.

Occupational hygiene

We commenced planning for an enterprise-wide health risk assessment in 2024–25 to optimise our understanding and management of our health risks. We are progressively building a clear system for monitoring and managing health risks to ensure we meet legal requirements, utilise resources wisely, strengthen employee confidence, and control our health risks including diesel particulate matter, other airborne contaminants and hazardous material.

Key activities have included health monitoring education, contractor support during hygiene assessments and stakeholder engagement through reporting and response facilitation. We recognise the importance of a robust, data driven approach to health risk management and actively engaging with our people in relation to health risks.

Health and wellbeing of our people

In financial year 2024–25, we continued to strengthen our approach to mental health and psychosocial risk management through system-level programs, peer-led support and leadership capability uplift.

The Psychosocial Risk Improvement Program (PRIP) remains a cornerstone of our strategy, taking a data-informed and consultative approach to identifying, addressing and monitoring psychosocial hazards. This year we undertook a post-implementation review and subsequent enhancement of the initial program to ensure it was meeting identified needs and remains responsive to legislative and regulatory changes.

We continue to focus on system-level hazards across work design, work environment and interpersonal interactions, recognising the complexity of psychosocial risk. In support of this, we invested in leadership development through programs such as 'Ability to Execute', which is aimed at equipping leaders with the skills to enhance communication and consultation, as well as foster psychologically safe workplaces. In addition, we enhanced workforce access to psychosocial guidance, training and resources to support awareness and capability at all levels.

The Supportive Occupational Airservices Rehabilitation (SOAR) program was introduced this year as a confidential, rehabilitation-focused initiative based on the Human Intervention Motivation Study (HIMS) model of support. SOAR provides a safe environment for self-referral in cases of all return-to-work matters including physical injury, psychological injury, substance misuse and parental leave. This program is supported by specially trained Peer Assistance Network (PAN) volunteers, offering compassionate, non-punitive support to individuals seeking help in returning to work. For air traffic controller cases, we are working in partnership with the CASA aligned program 'Safe Haven' as well as specially trained designated aviation medical examiners known as 'Medical Examiners Safe Haven' (MESH).

Our Peer Assistance Network continues to expand and is now integrated into key safety processes, including drug and alcohol management, and occurrence response, ensuring mental health support is embedded across our operational systems. We continued to grow our Mental Health First Aid capability, with internal instructors delivering training across the organisation to build a more supportive and responsive culture.

Airservices was selected to participate in a psychosocial inspection program by Comcare in May 2025, with a final report due in the 2025–26 financial year.

Body stress injuries continue to be a key focus area for our ARFF workforce. We continue to invest in the capability uplift of our physical training instructors, recognising their critical role in injury prevention and workforce performance. These initiatives emphasise aerobic fitness, mobility, stability and strength training to reduce injury risk and enhance operational readiness.

To ensure our ARFF workforce is prepared for the physical demands of the role, we introduced a revised physical aptitude test for new our recruits. Designed in conjunction with Macquarie University, this updated assessment is reflective of the demands of our service, whilst being flexible in its application.

We are also embedding Safety in Design principles into the development of new assets and infrastructure as part of the ARFF NexGen program. These design improvements aim to reduce manual handling risks and enhance the overall safety of our working environments.

Integrated Risk Management (IRM)

Airservices continues to embed its Integrated Risk Management (IRM) system. During financial year 2024–25, the system enabled the delivery of more real-time data on events and hazards, the ability to analyse themes and trends across the WHS environment and security domains, and the facilitation of more timely and relevant responses. The IRM program of work will expand in 2025–26 to include a compliance and risk capability uplift.

Work health and safety reporting

For the year ended June 2025, our total recordable injury frequency rate (TRIFR) was 7.6, which is a reduction from 10.4 in the previous year. We continue to focus on reducing the frequency and severity of injuries to our people, including prioritisation of mental health initiatives to address psychological injuries and targeted risk reduction activities.

This year we strengthened early intervention activities to ensure timely and proactive support for our people, with enhancements aimed at minimising the impact of injuries and promoting faster recovery outcomes. We made significant improvements to our job dictionaries and clinical resources, providing clearer and more practical information to treating practitioners. These improvements delivered better alignment between medical advice and workplace requirements, helping injured workers return to safe and suitable duties sooner.

The transition to a new reporting system with mobile accessibility has driven improvements in our reporting culture – through ease of reporting WHS events, hazards and observations – enabling maturity of our safety performance and risk insights.

Consultation and health and safety committees

The National Health and Safety Committee for ARFF is now embedded within our consultative structures to address health and safety matters affecting our fire fighters at a national level. It provides an additional avenue for our people to raise, review and consult on national solutions for safety-related opportunities and issues.

Local and regional Health and Safety Committee meetings were held throughout the year to proactively consult with health and safety representatives and resolve local WHS opportunities and issues. This included established committees covering our workplaces in Canberra, Eastern Region (South-East Queensland and North-Eastern New South Wales), Central New South Wales (Sydney basin and Tamworth), Southern Region (Victoria and Tasmania) and Western Region (Western Australia).

WHS forums for health and safety representatives and leaders continued to be held throughout the year targeted at ARFF, Air Traffic Management (ATM) and Technical and Trade job families.

Workers' compensation premium

Our Comcare premium for financial year 2025–26 has increased from 1.35% to 1.75% of payroll, which is above the Commonwealth scheme average of 0.98% for the period (0.95% in 2024–25). Additionally, our performance ratio remains above one, which is due to our increased claim numbers and our incurred claims costs being higher than the benchmark. Psychological disease claims continue to have the biggest impact on our premium.

Improvement notices and Comcare investigations

During 2024–25, we received one improvement notice and were not the subject of any investigations.

Table 11: Work health and safety occurrences and hazards 2020–21 to 2024–25

Incident category	2020–21	2021–22	2022–23	2023–24	2024–25
Reported work-related WHS occurrences	142	160	195	242	255
Reported work-related WHS hazards	552	413	404	415	500
Workplace fatality	0	0	1[4]	0	0
Serious injury or illness requiring Comcare notification	3[1]	3[2]	1	1	0
Dangerous incidents requiring Comcare notification	10	5[3]	0	2[5]	7

1 One report recorded on non-dangerous incident based on further information received.

2 One report notification was for workplace transmission of COVID-19 in NSW.

3 One dangerous incident did not arise out of the conduct of Airservices business, however, was required to be reported under cross-jurisdiction obligations.

4 In 2022–23 an external person experienced a critical medical episode resulting in loss of life during the physical aptitude testing component of Airservices recruitment activities.

5 One dangerous incident was reported to Comcare and subsequently determined not to have met the criteria under the WHS Act.

Governance and accountability

Our Board and committees

Our Board

Under the *Air Services Act 1995* (the Act), our Board is responsible for:

- deciding the objectives, strategies and policies followed by Airservices; and
- ensuring that Airservices performs its functions in a proper, efficient and effective manner.

The functions of our Board are set out in Section 21 of the Act. The Board is the 'accountable authority' under the PGPA Act, which imposes governance obligations on our Board as an accountable authority.

The following is information about the memberships of the Board and the Board committees, the Board and Board committee functions, meeting attendance for the 2024–25 financial year, and other governance and accountability matters. Further information about our corporate governance is available on our website at airservicesaustralia.com/about-us/our-governance.

Anne T. Brown

BA CA GAICD

Board Chairperson, Non-executive Board Member Chair, Audit and Risk Committee (ceased 2 June 2025), Chair, Alternative Funding Committee (from 8 May 2025)

Anne T. Brown was appointed to the Board on 4 December 2019. She was appointed Deputy Chair on 13 December 2024 and Acting Chair on 3 June 2025. She was subsequently appointed as Chairperson on 25 July 2025, and her current term expires on 25 July 2028. As Acting Chair, she is an ex-officio member of each committee except the Audit and Risk Committee and is the Chair of the Alternate Funding Committee.

Ms Brown holds a double major degree in Accountancy and Computer Science from Heriot-Watt University in Edinburgh. She is a member of the Institute of Chartered Accountants of Scotland and a graduate of the Australian Institute of Company Directors. Ms Brown has held senior executive roles including Chief Risk Officer at ASX Limited following its merger with SFE Corporation Limited and previously served as a General Manager at SFE. Her earlier career included work with KPMG in both Edinburgh and Sydney. She also represented ASX as an executive committee member and later Chair of CCP12, a global association of major international clearing houses.

Ms Brown is currently a non-executive Director of AEMO Services Ltd and a member of the Markets Disciplinary Panel at the Australian Securities and Investments Commission. Her previous governance roles include membership on the Finance and Risk Committee of Monte Sant' Angelo Mercy College Ltd, Board membership of the Clean Energy Regulator, and Chair of the Australian Life Code Compliance Committee.

Nicolle Connelly

FRAeS, Meng, GAICD

Non-executive Board Member, Chair, Safety Committee (from 8 April 2025)

Nicolle Connelly was appointed to the Board on 1 August 2023. She serves as Chair of the Safety Committee, and is a member of the People, Culture and Remuneration Committee and the Technology Committee. Her current term expires on 31 July 2026.

Ms Connelly has over 35 years of experience in the aviation industry, including roles in Airservices Australia, airlines, and academia. She holds a Master of Engineering in Airworthiness from RMIT. She is a Fellow of the Royal Aeronautical Society (FRAeS) and a Fellow of the International Federation of National Teaching Fellows (IFNTF) and is currently Associate Professor of Aerospace Engineering and Aviation at the Royal Melbourne Institute of Technology (RMIT), specialising in Air Traffic Management and Transport Safety.

Ms Connelly was previously employed at Airservices Australia for 27 years, where she held operational and senior management roles and served as a qualified operational air traffic controller. She has received multiple awards, including the Teaching Excellence award from the Australian Awards for University Teaching (AAUT), Female Educator of the Year at RMIT in 2022, and the Women in Aviation/Aerospace award for outstanding contribution to the sector in 2020.

Ms Connelly was until recently also a Director of the Victorian Curriculum and Assessment Authority.

Lawrence (Lawrie) Turner

GAICD

Non-executive Board Member, Chair, Technology Committee, Chair, People, Culture and Remuneration Committee (to 8 April 2025)

Lawrie Turner was appointed to the Board on 3 March 2021. He serves as Chair of the Technology Committee and a member of the Safety Committee, the Audit and Risk Committee and the Alternate Funding Committee. His current term expires 9 May 2027.

Mr Turner has over 20 years of experience in the aviation industry, having held executive roles at Qantas Airways, Virgin Australia Airlines, and internationally with Sabre Corporation in the USA. He is a Fellow of the Royal Aeronautical Society and a member of the Australian Institute of Company Directors.

Mr Turner has served as Chief Information Officer across the airline, retail, telecom, and rail industries. At Qantas, he developed the strategy and led the integration of commercial IT systems supporting the merger with Australian Airlines and represented the airline in the formation of the Oneworld Alliance. As Vice President for Sabre's Sirena-3 program in Russia, he led the implementation of the country's first multi-host airline reservations system. At Virgin Australia, he held the roles of Chief Information Officer, acting Chief Operating Officer, and Group Executive Business Services. He has also undertaken strategic technology consulting assignments for organisations including the Department of Defence's Chief Information Officer Group and Newcrest Mining.

Melvin Hupfeld

AO, DSC

Non-executive Board Member, Chair, Safety Committee (from 8 September 2024 to 7 April 2025), Chair, Sustainability Committee (from 8 April 2025)

Mel Hupfeld was appointed to the Board on 1 August 2023. He is Chair of the Sustainability Committee and a member of the Audit and Risk Committee and the Safety Committee. His current term expires on 31 July 2027.

Mr Hupfeld joined the Royal Australian Air Force as an Academy Cadet in January 1980 and graduated as a pilot with a Bachelor of Science degree in 1983. During his Air Force career, Mr Hupfeld flew Mirage, Classic Hornet and Super Hornet fighter aircraft in several of the Air Force's fighter squadrons and achieved over 3,500 flying hours. In 2001 he took command of No. 75 Squadron (75SQN) and led the Squadron in operations in the Middle East on Operations BASTILLE and FALCONER as part of Australia's contribution to Operation IRAQI FREEDOM in 2003.

Mr Hupfeld completed several staff appointments including in the capability development and force design areas and completed the Royal Air Force Advanced Command and Staff Course, graduating with a Master of Arts in Defence Studies from King's College in London in 1998.

Mr Hupfeld commanded at every level within Air Force and notably, on promotion to the rank of Air Marshal, was appointed as Chief of Joint Operations in May 2018 and subsequently Chief of Air Force in July 2019. He transitioned to the Air Force Reserve in July 2022. Since then, he has assisted the Minister for Home Affairs and Cyber Security as a member of the Expert Advisory Board to develop a National Cyber Security Strategy.

Mr Hupfeld serves on the Air Force Association Board, the Spitfire Association Advisory Council, the Swinburne Research Institute Advisory Board and is a member of the Public Sector Advisory Board to provide strategic advice to government and industry clients.

Susan Ferrier

LLB, BA, MBA

Non-executive Board Member, Chair, People, Culture and Remuneration Committee (from 8 April 2025)

Susan Ferrier was appointed to the Board on 24 March 2025. She services as Chair of the People, Culture, Remuneration Committee, and is a member of the Technology Committee and the Sustainability Committee. Her current term expires on 27 March 2029.

Ms Ferrier has over 30 years of experience working with boards across major Australian and international banking corporations, consulting, and legal firms, with deep expertise in cultural transformation and governance. Her previous roles include Group Executive for People & Culture at National Australia Bank, Global Head of People and Global Head of Inclusion & Diversity at KPMG International, and National Managing Partner for People & Culture at KPMG Australia. She also spent 15 years in the United Kingdom in global and regional roles with financial institutions including HSBC, Deutsche Bank, Barclays, ING, and NatWest.

Ms Ferrier currently serves on the boards of the Sydney Symphony Orchestra, the Financial Executives Institute and serves as a member of the People and Culture Committee at the University of Sydney. She also sits on the Board of Jawun, a non-profit that supports economic and social development in Indigenous communities.

Douglas Bain

B.Acc, CA, GAICD

Non-executive Board Member, Chair, Audit and Risk Committee (from 3 June 2025)

Douglas Bain was appointed to the Board on 1 April 2025. He serves as Chair of the Audit and Risk Committee and a member of Sustainability Committee and the Alternate Funding Committee. His current term expires on 31 March 2028.

Mr Bain is a Chartered Accountant and a graduate of the Australian Institute of Company Directors. Mr Bain recently retired as a senior audit partner at Ernst & Young, and has over 30 years of experience in driving financial performance across the construction, infrastructure, property, and resources sectors, with a strong focus on governance and financial risk management.

Mr Bain currently serves on several boards, including Odyssey House New South Wales, and was previously a member of the Audit Committee for the Australian International Military Games (Invictus).

Rob Sharp

BBus(Mgt), CA, GAICD, CompIEAust, EngExec, FRAeS

Chief Executive Officer

Rob Sharp was appointed Interim Chief Executive Officer and Board member on 29 July 2024 and as Chief Executive Officer (CEO) on 20 January 2025. As CEO, Mr Sharp is an ex-officio member of each Committee, except the Audit and Risk Committee and the Alternate Funding Committee.

Mr Sharp has over 25 years of senior executive experience in the aviation and transport sectors. He holds a Bachelor of Business and is a Fellow of the Royal Aeronautical Society, a Chartered Accountant, a Companion of Engineers Australia, and a Graduate of the Australian Institute of Company Directors.

Mr Sharp's professional experience includes serving as CEO of Virgin Australia Airlines, where he led 8,000 employees and oversaw all aspects of the airline's operations, including customer strategy, international alliances, and digital transformation. He was also CEO of Tigerair for four years, where he delivered a turnaround strategy and rebranded the airline. His career began at Qantas Airways, where he held roles across strategy, commercial and operational functions, including responsibility for airline innovation, global airport infrastructure, and logistics.

Mr Sharp also served as Secretary for Transport for NSW, leading 30,000 employees and managing a $72 billion infrastructure pipeline focused on technology and innovation. Earlier in his career, he worked at Price Waterhouse, specialising in infrastructure and high technology, and was Operations Director at Hypertec Research, a successful start-up that became Australia's largest technology exporter at the time.

Mr Sharp has held academic and advisory roles including adjunct professor at Curtin Business School, member of the John Grill Centre Advisory Committee at the University of Sydney, and Governor of the Warren Centre for Advanced Engineering at the University of Sydney.

Former Board members

The terms of the following Board members concluded during 2024–25:

John Weber

LLB, MAICD

Non-executive Board member, Board Chair (to 2 June 2025)

John Weber joined the Board of Airservices in 2017 and was appointed as Chair on 3 June 2018. He served as Chair of the Board until the expiry of this term on 2 June 2025.

Greg Hood

AO

Non-executive Board Member, Deputy Board Chair (to 7 September 2024)

Greg Hood joined the Board on 8 September 2021 and was appointed Deputy Chair of the Board on 8 September 2021. He served as Chair of the Safety Committee and was a member of the Technology Committee and People, Culture and Remuneration Committee. His term expired on 7 September 2024.

Dr Eileen Doyle

BMath (Hons), MMath, PhD, FTSE, FAICD, FAAAI

Non-executive Board Member, Chair, Board Technology Committee (to 8 April 2025)

Eileen Doyle was appointed to the Board on 21 April 2021. She served as the Chair of the Technology Committee, a member of the Audit and Risk Committee and a member of the Sustainability Committee. Her term expired on 20 April 2025.

Dr Marlene Kanga

AO (BTech, Msc, PhD, HonFIEAust, HonFIChemE, FTSE, FAICD

Non-executive Board Member, Chair, Sustainability Committee (to 3 September 2024)

Marlene Kanga was appointed to the Board on 4 September 2017. She served as Chair of the Sustainability Committee and was also a member of the Board Safety Committee. Her term expired on 3 September 2024.

Peter Curran

MBA

Acting Chief Executive Officer (from 9 June 2024 to 28 July 2024)

The Board appointed Peter Curran as Acting Chief Executive Officer on 9 June 2024, at which time he became a member of the Board. He ceased the role of Acting Chief Executive Officer on 28 July 2024 at which time he also ceased to be a member of the Board.

Board committees

The **Safety Committee** assists our Board to ensure that we meet our operational safety and work, health and safety obligations. It also monitors organisational preparedness to counter security threats. The committee has at least 3 non-executive Board members, plus the Board Chair and CEO as ex-officio committee members.

The **Audit and Risk Committee** assists the Board in maintaining objective and reliable financial and performance reporting, and effective systems for risk management and internal controls. It helps our Board ensure that we comply with all relevant legislative and regulatory obligations. The committee has at least 3 members, all of whom must be independent non-executive Board members.

The **People, Culture and Remuneration Committee** assists our Board in overseeing strategy, policies and practices relating to the management of our people and culture. It also reviews the performance, remuneration and succession plans for our CEO and Executive team. The Committee has at least 3 non-executive Board members, plus the Board Chair and CEO as ex-officio committee members.

The **Technology Committee** assists the Board in overseeing our technology, systems engineering and information technology (IT) strategies and policies. It also oversees the strategic direction and policies of business systems, operational technology and IT security. The Committee also has responsibility for overseeing the execution of the OneSKY Program. The Committee has at least 3 non-executive Board members, plus the Board Chair and CEO as ex-officio committee members.

The **Sustainability Committee** assists the Board in overseeing our strategy to address impacts on the environment and the community; our compliance with environmental obligations; community engagement; and implementation of the Aircraft Noise Ombudsman recommendations. The Committee has at least 3 non-executive Board members, plus the Board Chair and CEO as ex-officio committee members.

The **Alternate Funding Committee** assists the Board by advising on alternative funding arrangements to support the significant investment required by Airservices to continue to deliver its mandated services. The Committee has at least 3 non-executive Board members. The committee is a temporary committee established by Board resolution. It is not a standing committee and does not have a charter.

Each Board committee has been established with either a charter or a term of reference:

Board charter:
airservicesaustralia.com/wp-content/uploads/Board-Charter.pdf

Safety Committee charter:
airservicesaustralia.com/wp-content/uploads/Airservices-BSC-Charter.pdf

Audit and Risk Committee charter:
airservicesaustralia.com/wp-content/uploads/Airservices-BARC-Charter.pdf

People, Culture and Remuneration Committee charter:
airservicesaustralia.com/wp-content/uploads/Board-People-Culture-and-Remuneration-Committee-Charter-Version-6-4-September-2024-FINAL.pdf

Technology Committee charter:
airservicesaustralia.com/wp-content/uploads/Airservices-BTIC-Charter.pdf

Sustainability Committee charter:
airservicesaustralia.com/wp-content/uploads/Airservices-BECC-Charter.pdf

Board committee membership consists only of Board members.

In 2024–25, Board members were remunerated in accordance with the relevant Remuneration Tribunal (Remuneration and Allowances for Holders of Part-time Public Office) Determination and did not receive additional remuneration for membership of any Board committee.

Meeting attendance

The number of meetings of the Board and Board committees held during the period ended 30 June 2025, along with the corresponding attendance by each Board member, are shown in the tables below.

Table 12: The Board

Board members	No. of possible meetings	No. of meetings attended
Ms Anne Brown (Acting Chair)[1]	13	13
Mr John Weber[2]	12	12
Mr Greg Hood AO[3]	4	3
Ms Nicolle Connelly	13	13
Mr Lawrence Turner	13	13
Mr Melvin Hupfeld AO	13	13
Dr Eileen Doyle[4]	10	10
Dr Marlene Kanga AO[5]	4	4
Ms Susan Ferrier[6]	4	4
Mr Douglas Bain[7]	4	4
Mr Rob Sharp[8]	11	11
Mr Peter Curran[9]	2	2

1 Anne Brown was appointed as Deputy Chair on 13 December 2024 and Acting Board Chair on 3 June 2025.

2 John Weber ceased as Board Chair and member on 2 June 2025.

3 Greg Hood ceased as Deputy Chair and Board member on 7 September 2024.

4 Eileen Doyle ceased as Board member on 20 April 2025.

5 Marlene Kanga ceased as Board member on 3 September 2024.

6 Susan Ferrier was appointed as a Board member on 24 March 2025.

7 Douglas Bain was appointed as a Board member on 1 April 2025.

8 Rob Sharp was appointed as Interim Chief Executive Officer and Board member on 29 July 2024 and Chief Executive Officer on 20 January 2025.

9 Peter Curran ceased as Acting Chief Executive Officer and Board member on 28 July 2024.

Table 13: Safety Committee

Committee members	No. of possible meetings	No. of meetings attended
Ms Nicolle Connelly (Committee Chair)[1]	6	6
Mr Greg Hood AO (Committee Chair)[2]	1	0
Mr Lawrence Turner	6	6
Mr Melvin Hupfeld AO[3]	6	6
Mr John Weber[4]	5	5
Ms Anne Brown[5]	1	1
Dr Marlene Kanga[6]	1	1
Mr Rob Sharp[7]	6	6
Mr Peter Curran[8]	0	0

1 Nicolle Connelly was appointed as Committee Chair on 8 April 2025.
2 Greg Hood ceased as Board member and Committee Chair on 7 September 2024.
3 Melvin Hupfeld was appointed as Committee Chair on 8 September 2024 and ceased on 7 April 2025.
4 John Weber ceased as Board Chair and Member and Committee member on 2 June 2025.
5 Anne Brown was appointed Acting Board Chair on 3 June 2025.
6 Marlene Kanga ceased as Board member and Committee member on 3 September 2024.
7 Rob Sharp was appointed as Interim Chief Executive Officer and Board member on 29 July 2024 and Chief Executive Officer on 20 January 2025.
8 Peter Curran ceased as Acting Chief Executive Officer and Board member on 28 July 2024.

Table 14: Audit and Risk Committee

Committee members	No. of possible meetings	No. of meetings attended
Mr Douglas Bain (Committee Chair)[1]	1	1
Ms Anne Brown (Committee Chair)[2]	5	5
Dr Eileen Doyle[3]	4	4
Mr Melvin Hupfeld AO	5	5
Mr Lawrence Turner[4]	1	1

1 Douglas Bain was appointed as a Board member on 1 April 2025, Committee member on 8 April 2025 and Committee Chair on 3 June 2025.
2 Anne Brown ceased as Committee Chair on 2 June 2025.
3 Eileen Doyle ceased as Board member and Committee member on 20 April 2025.
4 Lawrence Turner was a Committee member from 8 April 2025.

Table 15: People, Culture and Remuneration Committee

Committee members	No. of possible meetings	No. of meetings attended
Mr Lawrence Turner (Committee Chair)[1]	4	4
Ms Susan Ferrier (Committee Chair)[2]	1	1
Mr Greg Hood AO[3]	1	1
Ms Anne Brown[4]	4	4
Ms Nicolle Connelly	4	4
Mr John Weber[5]	4	4
Mr Rob Sharp[6]	4	4
Mr Peter Curran[7]	0	0

1 Lawrence Turner ceased as Committee Chair on 8 April 2025 but Chaired the 20 May 2025 meeting.
2 Susan Ferrier was appointed as a Board member on 24 March 2025 and Committee Chair on 8 April 2025.
3 Greg Hood ceased as Board member and Committee member on 7 September 2024.
4 Anne Brown was appointed as Acting Board Chair on 3 June 2025.
5 John Weber ceased as Board Chair and Member and Committee member on 2 June 2025.
6 Rob Sharp was appointed as Interim Chief Executive Officer and Board member on 29 July 2024 and Chief Executive Officer on 20 January 2025.
7 Peter Curran ceased as Acting Chief Executive Officer and Board member on 28 July 2024.

Table 16: Technology Committee

Committee members	No. of possible meetings	No. of meetings attended
Mr Lawrence Turner (Committee Chair)[1]	4	4
Dr Eileen Doyle (Committee Chair)[2]	4	4
Mr Greg Hood AO[3]	2	1
Mr Melvin Hupfeld AO[4]	4	4
Ms Nicolle Connelly[5]	0	0
Ms Susan Ferrier[6]	0	0
Mr John Weber[7]	4	4
Ms Anne Brown[8]	0	0
Mr Rob Sharp[9]	4	4
Mr Peter Curran[10]	0	0

1 Lawrence Turner was appointed as Committee Chair on 8 April 2024.
2 Eileen Doyle ceased as Committee Chair on 8 April 2024 and Board member on 20 April 2024.
3 Greg Hood ceased as Board member and Committee member on 7 September 2024.
4 Melvin Hupfeld ceased as a Committee member on 19 June 2025.
5 Nicolle Connelly was appointed Committee member on 8 April 2025.
6 Susan Ferrier was appointed as a Board member on 24 March 2025 and Committee member on 8 April 2025.
7 John Weber ceased as Board Chair and Member and Committee member on 2 June 2025.
8 Anne Brown was appointed as Acting Board Chair on 3 June 2025.
9 Rob Sharp was appointed as Interim Chief Executive Officer and Board member on 29 July 2024 and Chief Executive Officer on 20 January 2025.
10 Peter Curran ceased as Acting Chief Executive Officer and Board member on 28 July 2024.

Table 17: Sustainability Committee

Committee members	No. of possible meetings	No. of meetings attended
Mr Melvin Hupfeld AO (Committee Chair)[1]	3	3
Dr Marlene Kanga AO (Committee Chair)[2]	1	1
Dr Eileen Doyle (Committee Acting Chair)[3]	3	3
Mr John Weber[4]	4	4
Ms Anne Brown[5]	0	0
Ms Susan Ferrier[6]	1	1
Mr Douglas Bain[7]	1	1
Mr Rob Sharp[8]	4	4
Mr Peter Curran[9]	0	0

1 Melvin Hupfeld was appointed as Committee Chair on 8 April 2025.

2 Marlene Kanga ceased as Board member and Committee Chair on 3 September 2024.

3 Eileen Doyle was appointed as Acting Chair on 4 September to 8 April 2025. Eileen ceased as Board member on 20 April 2025.

4 John Weber ceased as Board Chair and Member and Committee member on 2 June 2025.

5 Anne Brown was appointed as Acting Board Chair on 3 June 2025.

6 Susan Ferrier was appointed as a Board member on 24 March 2025 and a Committee member on 8 April 2025.

7 Douglas Bain was appointed as a Board member on 1 April 2025 and a Committee member on 8 April 2025.

8 Rob Sharp was appointed as Interim Chief Executive Officer and Board member on 29 July 2024 and Chief Executive Officer on 20 January 2025.

9 Peter Curran ceased as Acting Chief Executive Officer and Board member on 28 July 2024.

Table 18: Alternate Funding Committee (Established 8 May 2025)

Committee members	No. of possible meetings	No. of meetings attended
Ms Anne Brown (Committee Chair)[1]	2	2
Mr Douglas Bain[2]	2	2
Mr Lawrence Turner[3]	2	2

1 Anne Brown was appointed as Committee Chair on 8 May 2025.

2 Douglas Bain was appointed as a Committee member on 8 May 2025.

3 Lawrence Turner was appointed as a Committee member on 8 May 2025.

Benefits and interests in contracts with Airservices Australia

Details of directors' benefits and interests in contracts with Airservices are set out in notes 4.3 and 4.4 of the financial statements.

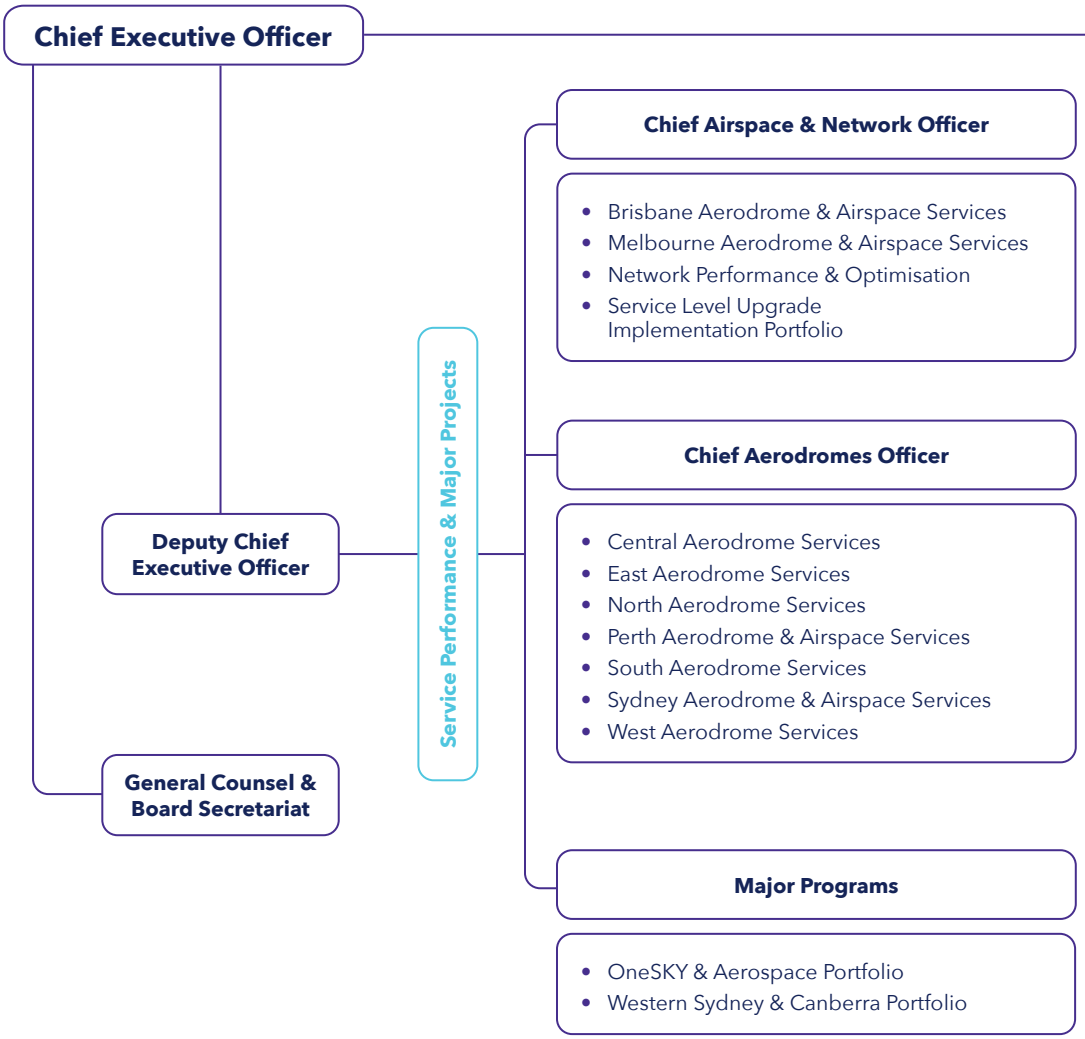
Directors' and Officers' indemnities and insurance

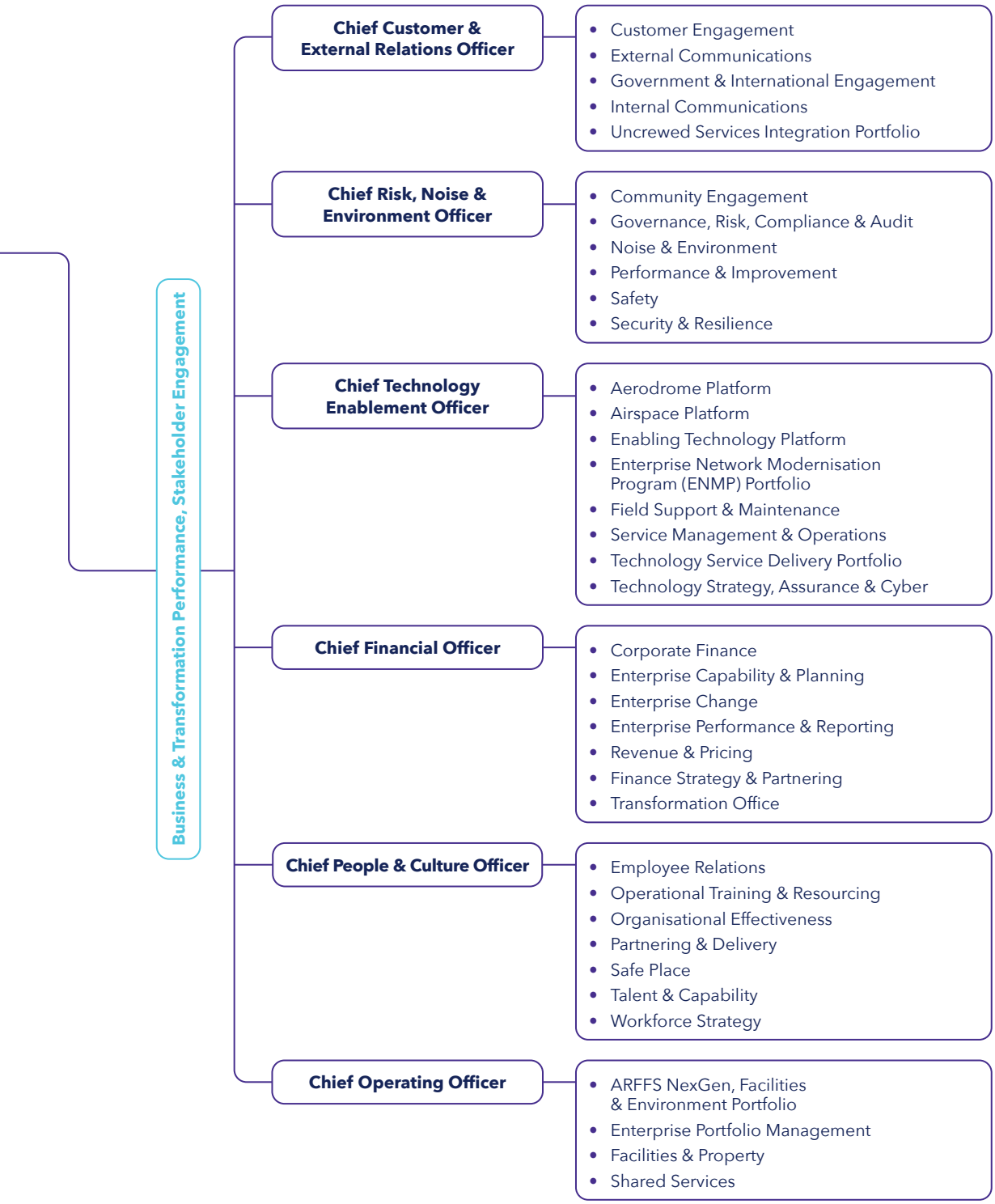
In 2024–25, we held a Directors' and Officers' liability insurance policy. It is a condition of this policy that the nature of the Directors' and Officers' indemnities and insurance, including the limits of liability and the premium payable, are not disclosed to third parties, except to the extent required by law or when the insurer consents in writing to such disclosure.

Our business structure

Over the past year, we undertook target operating model design changes across all our functions to build stronger foundations for the future, as well as improve financial and enterprise-wide performance.

Through this, we have built stronger linkages between our ways of working and provided greater clarity on how our people contribute to the services that we deliver. The diagram below outlines our organisational structure as at 30 June 2025.




Business & Transformation Performance, Stakeholder Engagement
Chief Customer & External Relations Officer
Customer Engagement
External Communications
Government & International Engagement
Internal Communications
Uncrewed Services Integration Portfolio
Chief Risk, Noise & Environment Officer
Community Engagement
Governance, Risk, Compliance & Audit
Noise & Environment
Performance & Improvement
Safety
Security & Resilience
Chief Technology Enablement Officer
Aerodrome Platform
Airspace Platform
Enabling Technology Platform
Enterprise Network Modernisation Program (ENMP) Portfolio
Field Support & Maintenance
Service Management & Operations
Technology Service Delivery Portfolio
Technology Strategy, Assurance & Cyber
Chief Financial Officer
Corporate Finance
Enterprise Capability & Planning
Enterprise Change
Enterprise Performance & Reporting
Revenue & Pricing
Finance Strategy & Partnering
Transformation Office
Chief People & Culture Officer
Employee Relations
Operational Training & Resourcing
Organisational Effectiveness
Partnering & Delivery
Safe Place
Talent & Capability
Workforce Strategy
Chief Operating Officer
ARFFS NexGen, Facilities & Environment Portfolio
Enterprise Portfolio Management
Facilities & Property
Shared Services

Our governance

Governance Statement

Airservices Australia is committed to meeting high standards of corporate governance, which we consider essential both to our long-term performance and sustainability and the best interests of the Australian Government.

The Board annually approves a Governance Statement that outlines the most significant aspects of our governance arrangements and processes.

airservicesaustralia.com/wp-content/uploads/2024/11/AIR074-Governance-Statement-24-25.pdf

Risk management and compliance

We recognise that to achieve our purpose and business objectives, to deliver excellent service to the aviation industry and the community, and to meet the expectations of our stakeholders, we must operate in a way that soundly manages our risks and obligations and ensures the integrity and effectiveness of our actions and decisions.

As a corporate Commonwealth entity, we comply with the PGPA Act to ensure the effective, efficient, economical and ethical use of our resources.

Risk management

We are committed to both a culture and practice of proactive risk management, and we see effective risk management as integral to achieving our objectives. We take a principle-led and continuous improvement approach towards risk management that meets the requirements of section 16 of the PGPA Act and is consistent with both ISO 31000:2018 Risk Management – Guidelines and the Commonwealth Risk Management Policy.

The Board approves our Risk Appetite Statement which sets out a common understanding of the level of risk that our organisation is willing to accept in pursuit of its objectives. Our Risk Appetite Statement articulates our need to maintain the safety of air navigation as the most important consideration, while delivering value and reliable service for our customers and the aviation industry. Additionally, the Board oversees current and emerging enterprise risks and the implementation of our Risk Management Framework.

Compliance management

We have a fundamental responsibility to ensure ongoing compliance with our legal and regulatory obligations. Our compliance management approach is broadly aligned to ISO 37301:2021 Compliance Management Systems Guidelines.

We maintain compliance obligation registers that are supported by monitoring processes, compliance management activities and reporting.

Ethical standards and fraud control

We promote the highest standards of ethical behaviour, and we have no tolerance for fraudulent or corrupt conduct. This is articulated in our Risk Appetite Statement. We maintain strong and effective fraud and corruption control arrangements consistent with section 10 of the Public Governance, Performance and Accountability Rule 2014 (PGPA Fraud Rule).

Our Fraud and Corruption Control Plan documents our systems of control to manage fraud and corruption risk. Performance against ethical standards and fraud control are reported to the Board through the People, Culture and Remuneration Committee and the Board Audit and Risk Committee.

Our Ethics and Fraud Control Policy and the Respectful Workplace Behaviour Policy – supported by the Code of Conduct Policy – inform employees, contractors and consultants about our ethical standards and our approach to fraud and corruption, including clarification on expected behaviour and conduct. All alleged incidents of fraud, corruption and bribery are managed in accordance with our Handling Suspected Misconduct Procedure, as well as the Public Interest Disclosure Procedure (where alleged 'disclosable conduct' under the *Public Interest Disclosure Act 2013* is reported). This includes investigations and any required reporting to external law enforcement agencies. We regularly review and monitor fraud risks and their associated controls. All reasonable measures are undertaken to prevent, detect and investigate incidents of fraud and corruption.

Resilience

During 2024–25 we strengthened our organisational resilience by deepening collaboration across internal business units, the aviation sector, critical infrastructure organisations and government agencies. Our approach focused on embedding lessons from real-life incidents and targeted exercises into our resilience planning and response capabilities.

Our all-hazards annual exercise program, ranging from operational drills to a strategic board-level exercise, included scenarios that tested the integration of multiple plans and stakeholders, improving coordination and reinforcing the capability of key crisis management roles.

The active involvement of our Board and Executive in these exercises has fostered a strong culture of preparedness and leadership engagement. Participation in sector-wide and multi-agency exercises has also strengthened our resilience framework, enabling us to validate and refine our strategies in complex, high-pressure environments.

Through these efforts, we continue to build a robust and adaptive organisation, ready to respond effectively to an evolving risk landscape.

Security

We maintain a strong and proactive commitment to personnel, physical, information, and cyber security, underpinned by the implementation of our comprehensive Security Framework. This framework adopts a risk-based approach to managing the evolving security threat landscape in which we operate. Our Security Framework is closely aligned with the core requirements of the Australian Government's Protective Security Policy Framework and is designed to meet all relevant legislative obligations and international standards applicable to the aviation security sector.

As an Aviation Industry Participant (AIP), we maintain a Transport Security Program (TSP) and an associated Aviation Security Identification Card (ASIC) program, both of which are administered in accordance with the regulatory requirements set by the Department of Home Affairs.

Our internal audit performance

Internal Audit is established by the authority of the Board, with its responsibilities defined in the Internal Audit Charter approved by the Board, on endorsement of the Board Audit and Risk Committee. Internal Audit provides the "third line" of assurance within the Three Lines model, as adopted by Airservices.

Internal auditing strengthens the organisation's ability to create, protect and sustain value by providing the Board and management with independent risk-based and objective assurance, advice, insight and foresight, particularly in relation to the design and operating effectiveness of the organisation's system of risk management and internal controls.

During 2024–25 our internal audit team performed seven internal audits.

All corrective actions arising from our internal audits are tracked and their implementation progress is overseen by the Board Audit and Risk Committee.

External audits

During 2024–25, the Australian National Audit Office (ANAO) conducted a performance audit in relation to the Management of the OneSKY contract.

Transparency performance

Privacy

We promote a culture of privacy that values and protects personal information. It is supported by the steps we take to ensure compliance with the *Privacy Act 1988* (Privacy Act) and the Privacy (Australian Government Agencies – Governance) APP Code 2017, which include the Australian Privacy Principles and the Notifiable Data Breach Scheme. We also undertake Privacy Impact Assessments (PIA) and through these measures we identify, manage and mitigate any privacy concerns and impacts that may arise in our proposed and current projects and activities.

Our Privacy Policy is available at **airservicesaustralia.com/privacy-policy**.

During the financial year, there were no notifiable data breaches under the Notifiable Data Breaches scheme. However, four privacy incidents were managed in accordance with our internal privacy procedures. None of these incidents met the threshold for notification. We continue to strengthen our privacy controls and staff awareness to minimise future risks.

Freedom of information (FOI)

We are required to publish information as part of the Information Publication Scheme (IPS) in accordance with the *Freedom of Information Act 1982* (FOI Act).

Our FOI disclosure log lists information released in response to FOI access requests. The disclosure log and IPS are available at **airservicesaustralia.com/about-us/freedom-of-information**.

Information is not published on the disclosure log or the IPS if it:

- contains personal or business details, rendering it unreasonable to publish
- is exempt from release under the FOI Act
- has been published or released outside the FOI Act.

During 2024–25, we received 86 applications under the FOI Act, consisting of 83 primary requests and three requests for internal review.

Over this same timeframe we finalised 77 applications under the FOI Act consisting of 74 primary requests and 3 internal reviews.

Additionally, the Information Commissioner also notified us that they had finalised consideration of three applications for review of Airservices decisions and one FOI complaint investigation.

Commonwealth Ombudsman activity

As mentioned in last year's annual report, in May 2024, the Commonwealth Ombudsman issued a notice to Airservices pursuant to section 8 of the *Ombudsman Act 1976* indicating that the Ombudsman had accepted a complaint from the Brisbane Flight Path Community Alliance (BFPCA) and opened an investigation into Airservices' management of the impact of aircraft noise on Brisbane residents. The Commonwealth Ombudsman finalised their investigation in February 2025, recommending improved intra-agency co-operation regarding the management of complaints.

In October 2024, we received a notice from the Commonwealth Ombudsman indicating they had decided to make a preliminary inquiry pursuant to section 7A of the *Ombudsman Act 1976* in respect of a complaint relating to aircraft noise in Sydney. Following our response, the Commonwealth Ombudsman determined that a formal investigation of the complaint was not warranted, and the matter was closed.

Fair Work Commission (FWC)

On 15 July 2024 the FWC approved the Airservices Australia (Aviation Rescue and Fire Fighting) Enterprise Agreement 2024–2027 which commenced operation on 22 July 2024.

On 17 July 2024 we submitted the Airservices Australia (Air Traffic Control and Supporting Air Traffic Services) Enterprise Agreement 2024–2027 to the FWC for approval. The agreement was approved by the FWC on 30 September 2024 and commenced operation on 3 October 2024.

No other enterprise agreements were submitted to the FWC for review or approval during the reporting period.

Judicial decisions and reviews by outside bodies

During the reporting period, Airservices resolved the legal proceedings brought by Australia Pacific Airports (Launceston) Pty Ltd in respect of the presence of PFAS at Launceston Airport. The matter was resolved by consent, with orders made to dismiss the proceedings. No adverse findings were made against Airservices.

Legal proceedings

Brisbane Airport Corporation vs Airservices Australia (Supreme Court of Queensland)

Airservices Australia is currently defending a claim in the Supreme Court of Queensland brought by Brisbane Airport Corporation, alleging contamination of land at Brisbane Airport due to the historical use of fire fighting foams containing PFAS by Airservices and its predecessor Commonwealth entities.

Perth Airport Pty Ltd & Ors vs Airservices Australia (Federal Court of Australia)

Airservices Australia is currently defending a claim in the Federal Court of Australia brought by Perth Airport Pty Ltd, alleging contamination of land at Perth Airport due to the historical use of fire fighting foams containing PFAS by Airservices and its predecessor Commonwealth entities.

Sutcliffe & Ors vs Airservices Australia (Supreme Court of Victoria)

Airservices Australia is currently defending a claim in the Supreme Court of Victoria brought by Brianna Sutcliffe and family members of the late Ido Segev, who died in a mid-air collision near Mangalore in February 2020.

Environmental and social

Environmental management and performance

This section of the report meets the requirements of section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (Cth) (EPBC Act) and describes our environmental performance and contribution to environmentally sustainable development (ESD).

In line with the Commonwealth Climate Disclosure policy for Commonwealth entities and Commonwealth companies to publicly report on their exposure to climate risks and opportunities, Airservices Australia has provided our Commonwealth Climate Disclosure in accordance with the Year 1 Commonwealth Climate Disclosure Requirements. This disclosure is provided in Appendix C: Commonwealth Climate Disclosure.

Environment management approach

Environmental management system

Airservices has a corporate-based, nation-wide Environmental Management System (EMS), which aligns with the requirements of ISO 14001:2015 Environmental Management Systems – Requirements with guidance for use (ISO14001) and is currently certified at three sites (Canberra, Cairns and Adelaide Airports).

Environmental sustainability strategy

Societal expectations continue to evolve domestically and internationally in relation to climate change and environmental sustainability. Readiness to achieve more ambitious climate change targets and to meet increased sustainability expectations and reporting is a key reputational challenge for all organisations.

It is with this mindset that Airservices Australia undertook a revision of our Environmental Sustainability Strategy, to ensure our approach aligns with industry and stakeholder expectations.

Airservices operates in the sky, and over land and water. Our revised strategy outlines our 6-year roadmap for respecting and protecting the environment through sustainable initiatives. Our approach to environmental sustainability covers 4 key areas or pillars, each with their own ambition, activities and targets which relate to 2 overarching drivers:

Driver 1
As a partner of the broader aviation ecosystem

Pillar 1

Aircraft emissions

Supporting the aviation industry's transition to net zero emissions by 2050.

Pillar 2

Aircraft noise

Support the aviation industry's efforts in minimising the impact of noise on communities.

Driver 2
As an organisation committed to environmental responsibility

Pillar 3

Ecological stewardship

Protecting the ecological sustainability of our operational environment by preserving biodiversity and preventing or minimising pollution.

Pillar 4

Sustainable resource management

Reducing our consumption of resources and improving our climate resilience as we work towards reducing our scope 1 and 2 emissions by at least 43% below baseline levels by 2030 and reaching net zero scope 1 and 2 by 2050.

These drivers are underpinned by our fifth strategy pillar

Pillar 5

Communication

Demonstrating our commitment to our people, community and stakeholders through open and transparent communication and performance reporting.

The Airservices Environmental Sustainability Strategy 2024–2030 outlines the programmes and initiatives we are implementing to achieve our objectives and targets.

Pillar	Programs and Initiatives	
Pillar 1 **Aircraft emissions**	• OneSKY Program • Air Traffic Flow Management • User Preferred Routes	• Airport Collaborative Decision Making • Air Traffic Management Digital Twin • CANSO Green ATM Accreditation
Pillar 2 **Aircraft noise**	• Flightpath Design • Aircraft Noise Monitoring and Impact Transparency	• Noise Abatement Plans and initiatives • Preferred Runway Use • Community Engagement
Pillar 3 **Ecological stewardship**	• Biodiversity Protection • Effective, Efficient Environment Management Systems	• Legacy PFAS remediation and Management
Pillar 4 **Sustainable resource management**	• Energy Efficiency and Renewable Energy • Water Efficiency • Waste Reduction and Circular Economy	• Sustainable Procurement • Vehicles and Fleet • Technology Innovation • Climate adaptation
Pillar 5 **Communication**	• Regional Partnerships • Employee Awareness, Participation, Support • Reporting / Promoting	• Stakeholder Engagement • Demonstrating good practice and improvement

Environmental performance

Our activities and services may have several impacts on the environment, including on ecosystems, communities, natural and physical resources, and heritage.

The EMS sets out the framework to manage and mitigate potential environmental impacts arising from our activities, setting clear objectives and targets for environmental performance, ensuring continuous improvement through environmental monitoring, regular audits and performance reviews. Our conformance with the framework ensures compliance with our environmental obligations, demonstrates the effectiveness of controls implemented, and provides insights for future continuous improvement opportunities.

We manage our operational processes to:

- prevent regulatory and legal non-conformance
- prevent or minimise environmental harm
- minimise risks to a level considered 'as low as reasonably practicable'
- achieve positive environmental outcomes
- achieve corporate objectives and comply with the requirements of the EMS.

Effectiveness of managing environmental impacts

Table 19 presents key environmental impacts, specific control measures and methods to ensure impacts are minimised. Table 20 details aspects of our performance that are specifically measured to provide insight into the effectiveness of our management.

Table 19: Key potential environmental impacts and associated EMS control measures and assurance mechanisms

Theme	Activity impact	Measures taken to minimise environmental impacts	Ongoing assurance
Community, and social amenity	Aircraft noise and emissions impacts from flightpath changes	**Aircraft noise** • All flightpath change projects delivered using a community-by-design approach to minimise impacts where safe and practicable. • Application of the Environmental Management of Changes to Aircraft Operations standard, which requires: – environmental impact and risk assessment of proposed changes – seeking the Commonwealth Environment Minister's advice under the EPBC Act for changes deemed to trigger potential 'significant impact' – community noticeability assessment and community engagement on all proposed changes. • Application of flightpath design principles, to support balanced decision-making. • Application of our Community Engagement Standard, which ensures communities have the opportunity to contribute to our decision-making and that engagement is sufficient in terms of providing the opportunity for all those with a potentially noticeable change in operations to participate. • Provision of a Noise Complaints and Information Service (NCIS), which: – receives and responds to complaints through a dedicated call centre and online application – investigates complaints, including liaising with air traffic control, aircraft operators and airports – provides information to complainants on specific operations, the reason for these, and any findings from the investigation – reports on complaints, including 'hotpots' and matters for potential improvement investigation – provision of noise abatement procedure reporting at ten major Australian airports – Post Implementation Reviews (PIRs) conducted to identify opportunities to minimise noise impacts for communities. **Aircraft emissions** • User-preferred routes saved an estimated 42,587 tonnes of CO_2 in 2024–25. • Predictable sequencing trials saved over 600 tonnes of CO_2 in 2024–25.	Assurance activities conducted this year including external reviews/audits: • **Internal reviews** – Internal review of above-ground change screening to verify conformance with the Changes to Aircraft Operations Standard. – Development of a Post Implementation Review procedure to define a clear process for these reviews and for delivery of their recommendations. – Review of the Community Engagement Standard to identify learnings and continuous improvement opportunities from its first year of application. • **External assurance** – ISO 14001 auditor's re-accreditation for ISO 14001 has been confirmed by independent auditor. – External agencies as required (including the Aircraft Noise Ombudsman). Technical endorsement of airport-developed Australian Noise Exposure Forecast (ANEF) to provide ongoing assurance in managing development around airports to reduce aircraft-noise impacts.

Theme	Activity impact	Measures taken to minimise environmental impacts	Ongoing assurance
Ecosystems, Biodiversity and Heritage	Impacts from on-ground changes – including construction projects	• Application of Environmental Management of Changes to On-Ground Activities standard, which requires: – targeted environmental impact and risk assessment of proposed changes – investigation and acquittal of all approval and permitting requirements – documentation and implementation of specific project controls, including construction environmental management plans. • Our EMS provides a structured approach to identify and mitigate potential risks before they occur. It ensures that all project activities are assessed for their environmental implications, and appropriate control measures are implemented. By establishing clear procedures, regular monitoring, and capability upgrade, the EMS helps to minimise disturbances to the environment such as soil erosion, water contamination and habitat disruption. This proactive management ensures that projects are carried out in a sustainable manner, adhering to environmental regulations and best practices.	A number of internal and third-party assurances were conducted to verify our environmental performance and compliance with regulatory requirements, which include: • **Internal assurance** Site-based environmental risk assurances against environmental management plan commitments. • **External audits** ISO 14001 audit.
Ecosystems, Biodiversity and Heritage	Legacy contamination from the historic use of fire fighting foams containing PFAS	• Continued implementation of the enterprise per- and poly-fluoroalkyl substances (PFAS) Program Management Plan, including: – preliminary, targeted and detailed site investigations of our lease areas and environments to confirm the presence and determine the nature (depth, lateral extent) of PFAS contamination, and understand the behaviour (movement) of PFAS mass by developing conceptual site models – conduct of PFAS-related risk assessments – identifying and implementing management actions to contain PFAS mass in situ, reducing efflux from our lease areas – identifying and implementing remedial actions to remove PFAS mass from source or otherwise treat it in situ (e.g. chemical binding) – undertaking research and development, and trial activities to establish the effectiveness and efficacy of PFAS treatment technologies – engaging with Commonwealth, state and territory regulatory departments and agencies on our approach to and progress in PFAS management – engaging with our stakeholders to inform on our activities, hear their concerns and respond to these. • Progressive development of airport-specific PFAS management plans including airport-specific stakeholder engagement and consultation plans, and remediation action plans. • Application of EMS standards and procedures including incident-management, environmental occurrence response-procedures, and chemical management procedures as required. • PFAS and general environmental awareness training for key stakeholders across the business. • Enterprise governance reporting.	• Regular review of PFAS-related Enterprise Risk and Control Actions. • Independent Assessor review of key program milestones to ensure consistency with national guidelines. • National pollution monitoring program was successfully delivered with trade waste and environmental sampling completed at all required sites.

Theme	Activity impact	Measures taken to minimise environmental impacts	Ongoing assurance
Ecosystems, Biodiversity and Heritage	Impacts from on-ground operational activities	• Mapping of site environmental compliance obligations (including Commonwealth and state legislative obligations) has been completed for ongoing tracking and monitoring of environmental compliance. The outcome of this work has enabled linkage of obligations to controls, risks and actions to provide greater assurance of compliance and risks for site-based obligations. • Operational environment management plans (OEMP) were reviewed and are up to date to ensure controls effectively manage environmental risks at 36 airports across Australia. • A new OEMP was developed to manage all unmanned sites that Airservices manages. • A new OEMP was developed to encompass all ATM-only operated airports. • Application of the EMS including the Environmental Performance Requirements and Controls for Airservices Infrastructure standard, which prescribes objectives and key controls for managing each lifecycle stage of infrastructure development (including the operational phase). • Operationalisation of the 2024–2026 Heritage Strategy. • Compliance with the Deed of Agreement – Agreement for the emission of Dark Smoke for ARFF training activities at relevant airports.	A number of internal and third-party assurances were conducted to verify our environmental performance and compliance with regulatory requirements, which include: • **Internal assurance** – Site-based control reviews conducted by ARFF, ATM and EVT. – Regular review of environmental events/ occurrences/hazards and implementing appropriate corrective actions to prevent a reoccurrence. – Hot fire training ground management of wastewater and fuel systems across nine locations. – Refrigerant gas handling compliance across Airservices' ATSC and EVT locations. • **Site-based environmental risk assurances** – The National Pollution Monitoring Program was successfully delivered with trade waste and environmental sampling completed at all required sites. There were no significant changes from historic sampling results or new sources identified. • **External audits** – ISO 14001 audit. – Airport tenancy audits completed at Sydney (2), Gold Coast, Hobart, Brisbane and Melbourne.
Natural Resources	Use of natural resources result in an increase in resource usage e.g. water or fuel, or waste generation (including energy, and wastewater)	• Revision of the Environmental Sustainability Strategy 2024–2030 outlining resource management initiatives. • Environmental-values mapping has enabled the identification of Airservices' most environmentally sensitive sites which will help manage/minimise risks to local biodiversity.	• External reviews of our emissions reporting to ensure completeness of data and assurance of our reporting.

Table 20: Environmental Performance Indicators for 2024–25

Theme	Performance measure	Indicator	Result
Community and social amenity	Complainants	Number of residents who have contacted the NCIS for the 10 major airports.	2,481 (decrease of 24% complainants against 2023–24 complainants).
	Emissions	Total reduction of aircraft emissions from flightpath changes (cubic tonnes).	43,276 tonnes CO_2e saved from UPR and predictable sequencing trials.
Ecosystems, Biodiversity	Occurrences	Number of major environmental occurrences.	No major environmental occurrences were reported in 2024–25.
Heritage	Compliance with EPBC Heritage obligations	Development and implementation of the Heritage Strategy with continual review.	The Airservices 2024–2026 Heritage Strategy has been published.
Natural Resources	Energy	Scope 1 and Scope 2.	Our previous report cited 26,884.74 tCO_2e for 2022–23. Through improved data capture we have been able to revolve data lag issues allowing up to date reporting. In 2023–24 our scope 1 (3,604 tCO_2e) and scope 2 emissions (24,793 tCO_2e) were 28,397 tCO_2e. In 2024–25 our scope 1 (4,347 tCO_2e) and scope 2 (23,879 tCO_2e) emissions were 28,226 tCO_2e.
	Waste	Amount of waste going to landfills (tonnes). Amount of waste going to recycling facilities.	Our total waste footprint was 3,943 tonnes. Of these, 97 tonnes were diverted to recycling. 3,241 tonnes of wastewater was carted from our sites, accounting for 82% of total waste.

Emissions reporting/climate-related metrics

As part of the Net Zero in Government Operations Strategy, and the reporting requirements under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*, as a corporate Commonwealth entity, Airservices is required to report on operational greenhouse gas emissions.

The greenhouse gas emissions inventory and electricity greenhouse gas emissions tables below present greenhouse gas emissions over the 2023–24 and 2024–25 financial years. The greenhouse gas emissions reported are calculated on the basis of carbon dioxide equivalent (CO_2e) emissions. Greenhouse gas emissions have been calculated in line with the Australian Public Service Emissions Reporting Framework, consistent with the whole of Australian Government approach outlined in the Net Zero Government Operations Strategy, and the Commonwealth Climate Disclosure requirements.

Not all data sources were available at the time of the report and amendments to data may be required in future reports.

Table 21: Airservices 2023–24 greenhouse gas emissions inventory — location-based method

Emission Source	Scope 1 tCO_2e	Scope 2 tCO_2e	Scope 3 tCO_2e	Total tCO_2e
Electricity (location-based method)[1]	N/A	24,793	3,300	**28,093**
Natural gas[1]	189	N/A	45	**234**
Solid waste	N/A	N/A	905	**905**
Refrigerants[2]	12	N/A	N/A	**12**
Fleet and other vehicles	1,002	N/A	246	**1,248**
Domestic commercial flights	N/A	N/A	3,519	**3,519**
Domestic hire car[3]	N/A	N/A	0	**0**
Domestic travel accommodation	N/A	N/A	742	**742**
Other energy	2,401	N/A	668	**3,068**
Total tCO_2e	**3,604**	**24,793**	**9,424**	**37,821**

Note: The table above presents emissions related to electricity usage using the location-based accounting method. CO_2e = Carbon dioxide equivalent.

1 Due to the billing cycles not aligning with the end of the financial year, some natural gas and electricity data was not available during the initial collection process. Adjustments to the data may be required in future reports.

2 Reporting on refrigerants is being phased in over time as emissions reporting matures and is an optional source in 2023–24 emissions reporting. Refer to the Emissions Reporting Framework for more details. Airservices refrigerants reported in 2023–24 is not a full inventory of refrigerants due to data availability during the initial collection process and will increase in future reports with improvements in data collection.

3 Airservices Australia was not able to report on domestic hire car emissions in 2023–24 due to Department of Finance only calculating emissions from Hertz hire car data. Airservices Australia uses other providers for hire cars which will be included in future reports.

Table 22: 2023–24 Electricity greenhouse gas emissions

Emission Source	Scope 2 tCO_2e	Scope 3 tCO_2e	Total tCO_2e	Percentage of electricity use
Electricity (location-based approach)	24,793	3,300	28,093	**100%**
Market-based electricity emissions	23,417	2,891	26,308	**78.75%**
Total renewable electricity	–	–	–	**21.25%**
Mandatory renewables[1]	–	–	–	**18.72%**
Voluntary renewables[2]	–	–	–	**2.53%**

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO_2e = Carbon dioxide equivalent.

1 Mandatory renewables are the portion of electricity consumed from the grid that is generated by renewable sources. This includes the renewable power percentage.

2 Voluntary renewables reflect the eligible carbon credit units surrendered by the entity. This may include purchased large-scale generation certificates, power purchasing agreements, GreenPower and the jurisdictional renewable power percentage (ACT only).

Table 23: Airservices 2024–25 greenhouse gas emissions inventory — location-based method

Emission Source	Scope 1 tCO_2e	Scope 2 tCO_2e	Scope 3 tCO_2e	Total tCO_2e
Electricity (location-based method)[1]	N/A	23,879	2,854	**26,733**
Natural gas[1]	187	N/A	43	**230**
Solid waste	–	N/A	934	**934**
Refrigerants[2]	218	N/A	N/A	**218**
Fleet and other vehicles	1,035	N/A	255	**1,290**
Domestic commercial flights	0	N/A	2,281	**2,281**
Domestic hire car[3]	N/A	N/A	130	**130**
Domestic travel accommodation	N/A	N/A	437	**437**
Other energy	2,907	N/A	812	**3,719**
Total tCO_2e	**4,347**	**23,879**	**7,746**	**35,972**

Note: The table above presents emissions related to electricity usage using the location-based accounting method. CO_2e = Carbon dioxide equivalent.

1 Due to the billing cycles not aligning with the end of the financial year, some natural gas and electricity data was not available during the initial collection process between July and August 2025. Adjustments to the data may be required in future reports.

2 Airservices Australia refrigerants emissions have increased in 2024–25 due to increased data availability. The quality of data is expected to improve over time as emissions reporting matures.

3 Airservices Australia is reporting hire car emissions for the first time in 2024–25 as the availability of this data has improved. However, emissions from hire cars for 2024–25 have been sourced from third party providers and may be incomplete. The quality of data is expected to improve over time as emissions reporting matures.

Table 24: 2024–25 electricity greenhouse gas emissions

	Scope 2 tCO_2e	Scope 3 tCO_2e	Total tCO_2e	Electricity kWh
Location-based electricity emissions	23,879	2,854	26,733	36,308,678
Market-based electricity emissions	23,306	3,165	26,471	28,773,176
Total renewable electricity consumed	**N/A**	**N/A**	**N/A**	**7,535,502**
Renewable Power Percentage[1]	N/A	N/A	N/A	6,606,364
Jurisdictional Renewable Power Percentage[2,3]	N/A	N/A	N/A	929,138
GreenPower[2]	N/A	N/A	N/A	–
Large-scale generation certificates[2]	N/A	N/A	N/A	–
Behind the meter solar[4]	N/A	N/A	N/A	–
Total renewable electricity produced	**N/A**	**N/A**	**N/A**	**–**
Large-scale generation certificates[2]	N/A	N/A	N/A	–
Behind the meter solar[4]	N/A	N/A	N/A	–

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO_2e = carbon dioxide equivalent. Electricity usage is measured in kilowatt hours (kWh).

1 Listed as Mandatory renewables in 2023–24 Greenhouse Gas Emissions table. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

2 Listed as Voluntary renewables in 2023–24 Greenhouse Gas Emissions table.

3 The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).

4 Reporting behind-the-meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

Environmentally sustainable development

We are aligned to the National Strategy for Environmentally Sustainable Development (ESD) through the environmental protection measures encompassed within our Environment Management System (EMS).

The ESD principles are embedded into our operational activities to ensure these are undertaken in an environmentally sustainable way through meeting the requirements of the EMS, which is underpinned by our Environmental Policy and Corporate Plan.

ESD alignment and contribution

Key improvements for 2024–25, which accord with ESD principles under the EPBC Act, are described in Table 25.

Table 25: Key ESD Aligned Activities in 2024–25

Environmentally Sustainable Development Principles	Activities in accordance with ESD Principles
Integration principle Decision-making processes should effectively integrate both long and short-term economic, environmental, social and equitable considerations.	Airspace change requires careful balancing to ensure safety and operational efficiency, protection of the environment, and minimisation of the effects of aviation noise on the community, wherever practicable. Since the implementation of our flightpath design principles in 2020 and community engagement framework in 2021, we have continued to evolve our practices to ensure balanced flightpath and airspace change decision-making, supported by effective community engagement. In 2023 we published a new national Community Engagement Standard (CES), providing a clear process for engagement, with the aim of meeting community expectations and ensuring our decisions are informed by community input. The CES was subject to national community feedback to ensure it reflected current community needs and expectations. It has been applied to all new flightpath changes since its publication in September 2023. We are engaging communities early, when considering options for flightpath changes, and are actively seeking to identify opportunities to improve our designs and reduce the impact of Australia's aviation operations on communities. The National Operating Standard (NOS) for Environmental Management of Changes to Aircraft Operations was also revised to enhance the alignment of its processes with broader organisational requirements. Specifically, the NOS, which establishes the framework for assessing and addressing environmental and community impacts before implementing any changes to aircraft operations, was updated to better integrate the principles and requirements outlined in the Community Engagement Standard. This update ensures that environmental assessments are not conducted in isolation but are closely coordinated with community consultation efforts. By doing so, the revised NOS promotes a more holistic and transparent approach, enabling stakeholders and affected communities to be more effectively engaged throughout the decision-making process. These changes strengthen the consistency between environmental management and community engagement, improving overall compliance, accountability, and responsiveness to both environmental sustainability goals and community concerns.

Environmentally Sustainable Development Principles	Activities in accordance with ESD Principles
Precautionary principle If there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation.	As a trusted provider of safe, secure, efficient, and responsible services to the aviation industry, we understand that our responsibilities extend far into the future. To deliver lasting positive outcomes for our people, customers, stakeholders, and the broader community, we are deeply committed to robust environmental sustainability practices and recognise that the absence of complete scientific certainty should not be a reason to delay action when faced with the threat of serious or irreversible environmental harm. Proactive measures to prevent environmental degradation are essential to safeguarding our shared future. The Airservices EMS acknowledges and responds to the threat of serious environmental damage, requiring the implementation of immediate actions to prevent environmental degradation. Our efforts to uphold the precautionary principle this reporting period include: • Our Environmental Sustainability Strategy was reviewed and updated to include emissions and circular economy initiatives. • We completed our first climate change risk assessment inclusive of all our ~1,350 facilities and remote assets nationwide. • We continue to implement measures such as User Preferred Routes (UPRs) to enable reduction of aircraft fuel use and avoid subsequent emissions. • Environmental impact and risk assessments were undertaken for all projects. • We maintain OEMPs for our sites, with 17 of the 28 reviewed and updated.
Intergenerational principle The present generation should ensure that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations.	Our Environmental Sustainability Strategy commits us to the collective vision for an environmentally sustainable aviation industry. We are focused not only on our key part in Australia's aviation ecosystem, but also on the broader impacts of climate change for the aviation industry. Refining, developing, and implementing new and innovative practices will have environmental benefits, lead to better management of risk, and will improve climate resilience and operational efficiencies. We are committed to reducing our carbon footprint by 43% by 2030 and setting us on a pathway to net zero by 2050 for our operations. Our strategy establishes our framework for supporting the aviation industry to achieve the same target of net zero by 2050. The following are some of the key programs we have implemented during the reporting period. • Practical completion of the remediation works at the former fire training ground at Launceston was achieved on 30 June 2025. This milestone includes the completion of all remediation works as specified in the remediation action plan developed for the site. Airservices' submission to the Public Works Committee included a whole-of-life cost for the proposed works of $24m. The works have been delivered within this budget. • Our facilities at WSI airport are now under construction and will be home to the hybrid Striker Volterra 6x6 ARFF services vehicles – modelled to utilize ~75% less fuel than traditional ARFF Ultra-Large Fire Vehicles. • The Digital Aerodrome Services (DAS) and Airfield Systems program has reached key milestones with the successful completion of the first stage – establishing core infrastructure at the Canberra Remote Tower Centre at CDC Hume and progress made at WSI airport. This innovation reduces the materials required to deliver Air Traffic Management at Aerodromes.

Environmentally Sustainable Development Principles	Activities in accordance with ESD Principles
Intergenerational principle (continued) The present generation should ensure that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations.	Airservices Australia has reduced PFAS contamination at its Rockhampton wash bays following a pioneering remediation project. Ambioseal is a penetrative treatment that significantly reduces contamination leaching into soil, groundwater, and surface water by up to 99%. It enhances the structural integrity of concrete, is UV-resistant, thermally stable, withstands heavy vehicle traffic and requires no ongoing maintenance or reapplication for up to 20 years. New supplier onboarding includes a reference to Airservices' Supplier Code of Conduct to support our commitment to ethical, sustainable and socially responsible procurement. The code communicates expectations for our own business as well as those of our suppliers. We remain committed to increasing supplier diversity in our supply chain. We have been working with the Civil Aviation Historical Society and other stakeholders to preserve Australia's aviation history. In addition, we continue to support the 'Connecting the Nation' portal, sponsorship of the Airways Museum based at Essendon Fields Airport, and the industry partnership with the Australian Research Council for the Heritage of the Air Project (a research project investigating how aviation has transformed Australian society over the last 100 years). The 2024–2026 Heritage Strategy has been finalised, providing an overview of the specific requirements outlined in the EPBC Regulations and, where relevant, strategies for implementation during the 2024–26 period. Management plans for individual sites are currently being revised to reflect the update.
Biodiversity principle The conservation of biological diversity and environmental integrity should be a fundamental consideration in decision making.	The protection of biodiversity values is a key requirement of the EMS, with associated controls built into the environmental risk assessment and management of all our activities (from flightpath changes to on-ground operations). Environmental values mapping data has informed a risk assessment of the most environmentally sensitive sites which will enable the organisation's targeting of further risk controls where needed most. An additional eleven sensitive remote sites were inspected to understand the site-specific environmental risks and any requirement for further environmental protection measures or controls. Risk controls may include additional containment of fuel storage tanks, enhanced incident-response and clean-up resources, and wildlife protection measures.
Valuation principle Improved valuation, pricing and incentive mechanisms should be promoted.	The impacts of aircraft emissions, aircraft noise and the industry's reliance on other natural resources are increasingly being raised at both a global, national and community level. During the reporting period we made progress and continued to demonstrate environmental responsibility in action: • **Aircraft emissions** – user-preferred routes saved an estimated 42,587 metric tonnes of CO_2 – Predictable Sequencing saved more than 200,000 kg of CO_2. • **Aircraft Noise** – Δ complainants / Δ movements <1 – 0.844: while movements have increased over the past year, we have not seen a corresponding increase in complainant numbers. • **Ecological Stewardship** – 13 Airport Sites were Environmentally Assured – 11 Remote Environmentally Significant sites were assured. • **Sustainable Resource Management** – Scope 1 and 2 emissions for 2024–25 were 28,226 tCO_2e – wastewater disposal volume for 2024–25 was 3,240,742 L.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Noise complaints and information service

The total number of residents contacting the Noise Complaints and Information Service (NCIS) in 2024–25 was 3,818. This was a 19% reduction on 2023–4 during which 4,765 people made contact (Australia-wide).

The total number of contacts the NCIS received in financial year 2024-25 was 44,723. This was a substantial reduction compared to financial year 2023-24 during which 64,279 contacts were received (30% decrease Australia wide).

One person accounted for 50% of the total contacts across the year.

At major airports, the most frequently raised issue continued to be the use of standard flightpath corridors. Concerns included the increase in frequency of movements, a perception that something had changed the location of the flightpath, concerns about unusual operations resulting from runway works at several major airports, and emergency service operations. Due to the complexity of the airspace at most of Australia's major airports, shifting standard flightpaths is generally not possible. Runway works are an essential part of airport maintenance requirements and will result in the concentration of operations over some communities during periods of runway closure. Emergency service operations do not fly on standard flightpaths and generally fly at low altitudes due to the work they are performing. This causes unexpected disruptions to communities, particularly during night-time hours.

During financial year 2024-25 most major airports experienced a reduction in the number of residents making complaints. Only Perth, Hobart, Gold Coast and Darwin experienced an increase, with the latter 3 only a minor increase. Perth Airport's increase was due to a sustained period of runway works which concentrated operations over some communities.

Brisbane Airport, while experiencing a reduction in resident contacts, remained the highest complainant location for the year. Poor weather conditions resulting in operations over communities was the highest contributor, followed by runway works.

We identified that during periods of engagement on the Noise Action Plan for Brisbane project, the number of residents making complaints about aircraft noise increased. Similar patterns occur across the country where engagement on flightpath changes is under way.

Table 26: Number of residents who contacted the NCIS for the 10 major airports

Airport	2021-22	2022-23	2023-24	2024-25
Adelaide	183	198	137	**97**
Brisbane	1,308	1,462	1,690	**1,067**
Cairns	19	27	28	**27**
Canberra	20	17	20	**13**
Darwin	4	7	2	**5**
Gold Coast	92	60	55	**63**
Hobart	21	52	31	**34**
Melbourne	162	285	172	**169**
Perth	156	258	329	**425**
Sydney	580	576	838	**581**
Total	**2,545**	**2,942**	**3,302**	**2,481**

Appendices

Appendix A: Ministerial expectations

The portfolio minister regularly issues a Statement of Expectations (SOE) as a notice of strategic direction to the Airservices Board according to section 17 of the *Air Services Act 1995*. In addition to the SOE, the Minister can issue directions which inform the performance of our functions. These – together with the Board's Statement of Intent – are provided within this section.

Ministerial directions

The 5 ministerial directions remain current

Year	Date of issue	Subject
1996	29 May	Handling of aircraft noise complaints at Sydney and other federal airports
1997	30 July	Progressive implementation of Sydney Long-Term Operating Plan
1999	3 May	Responsibilities in relation to the environmental effects of aircraft
2004	31 August	Provision of approach radar services at specific airports
2024	16 September	Use of simultaneous opposite direction parallel runway operations at Brisbane airport

Implementation of Simultaneous Opposite Direction Parallel Runway Operations at Brisbane Airport

On 16 September 2024 the Minister for Infrastructure, Transport, Regional Development and Local Government wrote to the Interim Chief Executive Officer (CEO) of Airservices Australia issuing a Ministerial Direction to allow the greater use of Simultaneous Opposite Direction Parallel Runway Operations (SODPROPS) at Brisbane Airport.

The direction was to ensure that Airservices prioritised work which could enable the greater use of SODPROPS at Brisbane Airport including daytime and night time hours. Increasing the use of SODPROPS would assist in improving noise outcomes for the Brisbane community.

Airservices commissioned a cost benefit analysis to examine the costs and benefits of implementing additional hours of operations for SODPROPS. Consultation was conducted with industry in September 2024 to understand the cost implications of additional SODPROPS usage. A final cost benefit analysis report was provided to the Minister on 28 November 2024 by the Interim CEO.

An air traffic control (ATC) operating plan was also undertaken to understand the staffing requirements to deliver increased SODPROPS capacity. The ATC operating plan had three phases to increase SODPROPS capacity progressively introduced from September 2024 to November 2024. The phases resulted in full implementation of the ATC operating plan by 28 November 2024 as specified in the Ministerial Direction.

On 28 November 2024, SODPROPS became the priority mode of operation at Brisbane Airport whenever suitable weather and traffic conditions allow.

For every flight using SODPROPS there has been a reduction of the total population overflown by between 300,000 to 500,000 thousand people compared to standard parallel runway operations.

As a result of these changes, SODPROPS is being used more often, when conditions allow especially during weekend daytime hours, and also from around 9pm in the evening on weekdays.

Monthly reporting on SODPROPS was introduced in June 2024.

Australian Aviation White Paper activities

The Government has requested Airservices to deliver the following initiatives under the Aviation White Paper published in August 2024.

Initiative	Description	Progress update
Initiative 33	**Improve transparency about aircraft noise impacts.** Airservices Australia will examine its Noise and Flight Path Monitoring System (NFPMS) and include additional information in the NFPMS on aircraft movements and noise impacts. Airservices Australia will also publish a quarterly report on non-compliance with noise abatement procedures.	To improve the Noise and Flight Path Monitoring System (NFPMS), Airservices has progressed NAP reporting for 10 airports (Sydney, Melbourne, Brisbane, Perth, Adelaide, Canberra, Hobart, Gold Coast, Sunshine Coast and Cairns) comprising data on runway end usage, most common aircraft types and preferred runway operations. Monthly reporting is available on the Aircraft in Your Neighbourhood for each of the 10 airports. See **aircraftnoise.airservicesaustralia.com**
Initiative 35	**Appoint a new Airservices executive for noise and environment**, to lead our work on noise minimisation, including engagement with affected communities, and ensure this work is integrated with the operational decisions of air traffic controllers.	Airservices created a new Chief Risk, Noise & Environment Officer role in 2024–25, consistent with the Aviation White Paper recommendation. See our updated business structure in the 'governance and accountability' section.
Initiative 37	**Improve engagement with communities affected by changes to airspace and flightpaths**, and ensuring Airservices applies best-practice consultation in line with the Community Engagement Standard (CES).	Airservices continued to improve engagement with communities on airspace and flightpath changes during 2024–25 by applying the CES across multiple engagement activities as demonstrated in the key activity update on 'community engagement' section of the Annual Performance Statement.
Initiative 48	Commitment to **implementing our Flight Information Management System (FIMS)** from 2025.	Airservices have progressed the development of FIMS during 2024–25 as demonstrated in the update on 'uncrewed services' under the 'enabling 30% increase in Australian air traffic movements' section of the Annual Performance Statement.

Our statement of intent 1 July 2023 to 30 June 2025

1 Overview

Statement of expectations	Statement of intent
This instrument is the Statement of Expectations for Airservices Australia for the period 1 July 2023 to 30 June 2025. This Statement of Expectations (SOE) applies in respect of the period commencing 1 July 2023 until 30 June 2025, and replaces the SOE issued on 21 June 2021. This SoE serves as a notice to Airservices Australia (Airservices) under section 17 of the *Air Services Act 1995* (the Act) and sets out my expectations for Airservices' appropriate strategic direction and the manner in which Airservices should perform its functions.	The Airservices Australia Board's Statement of Intent responds to each element of the Statement of Expectations and states Airservices commitment to meeting the Minister's expectations. Airservices Australia **connects people with their world safely** by providing safe, secure, efficient, and environmentally responsible services that are valued by the aviation industry and community on behalf of our owner, the Australian Government. In accordance with the Act, the safety of air navigation is our most important consideration.

2 Governance

Statement of expectations	Statement of intent	Summary of actions taken
I expect the Board and Chief Executive Officer (CEO) of Airservices to ensure Airservices has the necessary resources and capabilities in place: a. to effectively manage Airservices' strategic direction, risks, corporate planning in accordance with section 21 of the Act, and b. to provide Air Traffic Services and Aviation Rescue Fire Fighting Services to the service level articulated in this SoE. I expect the CEO to be responsible for managing the operations of Airservices, its organisational capacity and the exercise of its functions in accordance with section 35 of the Act. I expect Airservices to keep the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (the Department) and myself informed of Airservices' actions in relation to the requirements of this SoE, and to promptly consult on any risks, events or issues that may materially impact upon Airservices. I expect Airservices to provide myself and the Department with quarterly progress reports against the Corporate Plan, this SoE and reasonable additional reporting requested by me or the Department, including financial and performance metrics. I expect Airservices to monitor its progress towards strengthening its organisational capability and culture, engage in continuous improvement, and report on progress on these issues and relevant initiatives in its quarterly progress reports to me. I expect the Board of Airservices to invite me or my delegate, or a nominated department official, to an annual strategic meeting to discuss Airservices' performance.	The Board and CEO will ensure that its annual Corporate Plan positions the organisation to have the necessary resources and capabilities to provide safe, secure, efficient and environmentally responsible services that are valued by the aviation industry and community. We will focus on the provision of services in line with the service levels articulated in the SoE, customers' needs and Australia's international obligations. We will monitor performance and report transparently on our achievement of those outcomes. Airservices will continue to implement its transformation agenda to ensure we deliver world-best practice Air Traffic Services (ATS) and Aviation Rescue and Fire Fighting (ARFF) services. We will monitor and report on the effective delivery of our Corporate Plan ensuring the Department and Minister are informed of our actions in fulfilling this SoE, consulted on material risks, events, or issues, and provided quarterly progress reports against the corporate plan, an annual report, and reasonable additional reporting requested. We actively participate in international forums including International Civil Aviation Organization (ICAO) and work closely with the Department and Civil Aviation Safety Authority (CASA) to ensure that Australia continues to influence the future of aviation in line with government policies. We will monitor and report on our progress towards strengthening our organisational capability and culture, engage in continuous improvement and report on relevant initiatives in our quarterly reports to the minister. We will invite the minister, delegate, or a nominated department official, to an annual strategic meeting to discuss Airservices' performance.	Airservices have continued to implement its transformation agenda to ensure the delivery of world-best practice Air Traffic Services (ATS) and Aviation Rescue and Fire Fighting (ARFF) services. Key activity updates can be found in the Annual Performance Statement. Airservices have made progress in 2024–25 to improve organisational culture and ensure there is adequate air traffic controller and fire fighters to support service delivery. See updates in the 'People engagement score' section of the Annual Performance Statement. Airservices actively participated in international forums during 2024–25 to ensure that Australia continues to influence the future of aviation in line with government policies. See the 'Cooperation' section in the Annual Performance Statement for details. Airservices provided 3 quarterly progress reports to the Minister during 2024–25 in addition to this annual report. We also provided updates on strategic discussions after Board meetings to the Minister.

3 Strategic direction and manner of performance

Statement of expectations	Statement of intent	Summary of actions taken
I expect Airservices to: a. operate as a world-best-practice provider of Air Traffic Services and Aviation Rescue Fire Fighting Services delivered in a safe, efficient and effective manner; b. perform its functions and manage its finances in an efficient, economic and ethical manner, in accordance with the Act, the *Public Governance, Performance and Accountability Act 2013*, best practice principles and guidelines, other applicable legislation and relevant accounting standards; c. comply with this SoE and all Ministerial Directions issued under the Act, and for Airservices to demonstrate it is on track to return to profitability and pay a dividend to Government in the 2027–28 financial year, or sooner; d. arrange and pay for independent biennial reviews to assess Airservices' capital structure; e. function in conformity with Australia's international obligations, including the requirements of the International Civil Aviation Organization (ICAO).	Airservices will continue to ensure we deliver world-best practice Air Traffic Services and Aviation Rescue and Fire Fighting (ARFF) services in a safe, efficient, and effective manner. The implementation of our transformation agenda will enhance our services. We will ensure that we provide a service that meets our customers' needs and is consistent with Australia's international obligations, including through active participation in international forums including ICAO. When performing our functions, we adhere to all relevant legislation including the *Air Services Act 1995* and the PGPA Act. We will manage our finances in an efficient, economic and ethical manner. Airservices will comply with the SoE and all Ministerial Directions issued under the *Air Services Act 1995* and will demonstrate through its quarterly reporting that it is on track to profitability and, in a timeframe informed by the outcomes of the independent capital structure review carried out as per 3d), pay a dividend to Government. Airservices will arrange and pay for independent biennial reviews to assess Airservices' capital structure, which will be provided to the Department in the 2024–25 financial year.	Airservices' strategy is to deliver world best practice in Air Traffic Services and Aviation Rescue and Fire Fighting (ARFF) services in a safe, efficient, and effective manner. The implementation of our transformation agenda will enhance our services. We continue performing our functions and adhere to all relevant legislation including the *Air Services Act 1995* and the PGPA Act. We will manage our finances in an efficient, economic and ethical manner.

4 Service level

Statement of expectations	Statement of intent	Summary of actions taken
I expect Airservices to: a. resolve Safety Findings issued by the Civil Aviation Safety Authority (CASA), including self-reported deficiencies, within a time period acceptable to CASA; b. provide Air Traffic Services commensurate with the airspace classification as determined by CASA, during the baseline hours of service determined by CASA unless there is an unforeseeable contingency; c. ensure it has in place sufficient, competent staff resources available to provide Air Traffic Services without regular use of demand management practices due to staff availability or competency, unless specified by regulations or legislation; d. provide Aviation Rescue Fire Fighting Services to the category listed on the CASA-issued ARFFS Provider Certificate and in accordance with the provisions of Part 139H (Aerodrome rescue and firefighting services) of the Civil Aviation Safety Regulations (CASRs) and other relevant regulations and legislation, unless there is an unforeseeable contingency; e. ensure it has in place sufficient, competent staff resources available to provide Aerodrome rescue and firefighting services without the reduction of category due to staff availability or competency, unless required in the delivery of services specified by regulations or legislation; and f. implement long-term strategies to maintain continuity of service, ensuring Air Traffic Services and Aviation Rescue Fire Fighting Services are delivered in accordance with the expectations outlined at 4b), 4c), 4d) and 4e), and communicate these strategies to stakeholders in a frank and timely manner. Should Airservices be unable to meet the Expectations under sections 4a), 4b), 4c), 4d), 4e) and 4f), Airservices should communicate these clearly and transparently to CASA, including its plans for remediation, and include a report on these issues in its Quarterly Report to the Minister.	Airservices Australia will resolve Safety Findings issued by the Civil Aviation Safety Authority (CASA), including self-reported deficiencies, within a time period acceptable to CASA. Airservices will provide Air Traffic Services commensurate with the airspace classification as determined by CASA, during the baseline hours of services determined by CASA unless there is an unforeseeable contingency. Airservices is committed to providing safe, secure and efficient Air Traffic Services through our skilled and experienced workforce without the regular use of demand management practices due to staff availability or competency, unless specified by regulations or legislation. Airservices will provide ARFF Services to the category listed on the CASA-issued ARFFS Provider Certificate and in accordance with the provisions of Part 139H (Aerodrome rescue and firefighting services) of the Civil Aviation Safety Regulations (CASRs) and other relevant regulations and legislation, unless there is an unforeseeable contingency. Airservices is committed to providing safe, secure, efficient, and environmentally responsible ARFF services through our skilled and experienced workforce without the reduction of category due to staff availability or competency, unless required in the delivery of services specified by regulations or legislation. Airservices is committed to implementing long-term strategies to maintain continuity of service. In doing so, Airservices' workforce management plan will ensure the deployment of sufficient and competent resources for the provision of services. Airservices will communicate these strategies through our regular industry roundtables. Airservices will communicate clearly and transparently to CASA if we are unable to meet the Expectations under sections 4a), 4b), 4c), 4d), 4e) and 4f) including our plans for remediation, and include a report on these issues in its quarterly report to the minister.	Airservices continues to work closely with the Civil Aviation Safety Authority (CASA) to resolve Safety Findings as required. We have made substantial progress in our ATS and ARFF services performance as demonstrated through our 'Planned Capacity delivered' section in the Annual Performance Statement. We have made substantial progress on increasing the number of sufficient and competent staff as demonstrated through our 'Strategic staffing boosts resilience' and the 'Building resilience – Airservices delivers during peak travel periods' case studies. An update on our ATS workforce plan and ARFF recruitment activities can be found in the 'Workforce resilience' section in the Annual Performance Statement. We provided monthly reports to CASA throughout 2024–25 as demonstrated in the 'Cooperation' section in the Annual Performance Statement.

5 Key initiatives

Statement of expectations	Statement of intent	Summary of actions taken
I expect Airservices to: a. work with the Department of Defence (Defence) to progress the implementation of the OneSKY Australia Program and the Civil Military Air Traffic Management System, including by: • advising my Department on the progress of the project, including early identification of risks to delivery and supporting reporting to Government; • achievement of program milestones; and • providing information as requested by me or my Department.	The OneSKY Program remains the cornerstone of our commitment to deliver world-class air traffic management services into the future. Airservices will continue to work closely with the Department of Defence (Defence) to deliver a harmonised civil military air traffic management system for Australia. Airservices, in consultation with the Department and Defence, will provide comprehensive reporting on the progress of OneSKY to the Aviation Policy Group, quarterly reports to the Minister and other government reporting processes which will include early identification of risks to delivery and achievement of program milestones.	Airservices will continue to work with the Department of Defence (Defence) to progress the implementation of the OneSKY Australia Program and the Civil Military Air Traffic Management System. We have progressed the development of CMATS and have achieved all planned milestones in 2024–25. Please see key updates provided in 'OneSKY' under the 'Planned aerodrome capacity delivered' section of the Annual Performance Statement.
b. continue to work closely with the Department and CASA on implementing and supporting the development of the Government's approach to address Aviation Rescue Fire Fighting Services issues, consistent with relevant regulations and policies articulated by the Government;	Airservices will continue to work with the Department and CASA to implement the government's ARFFS policy. We support the planned shift from the current regulatory framework to a more outcomes-based approach. Airservices will ensure ARFFS are 'fit for the future' and positioned to leverage new technology to enhance service delivery, with a program of work focused around our people, facilities, vehicles, equipment and training.	We continued to work with CASA during the 2024–25 year on the review of 139H and policy proposal for the proposed Part 176 regulation. We will continue to advance projects to leverage new technology to improve safe service outcomes.
c. work with the Department and CASA to: • develop and implement services to support emerging aviation technologies (including Remotely Piloted Aircraft Systems and Advanced Air Mobility) consistent with relevant regulations and policies articulated by the Government; • provide technical advice on emerging aviation technologies to support policy and regulatory development by the government; and • to promote the integration of the above into Australian airspace.	Airservices will continue to work with the Department and CASA to: • support of emerging aviation technologies (including Remotely Piloted Aircraft Systems and Advanced Air Mobility) consistent with relevant regulations and policies articulated by the Government • provide technical advice on emerging aviation technologies to support policy and regulatory development by the government, through various committees and forums • to promote and ensure the safe integration of emerging technologies into Australian airspace.	Throughout 2024–25, we continued to work closely with the Department, CASA and Defence to safely integrate and facilitate Remotely Piloted Aircraft Systems (RPAS) in Australian airspace as demonstrated in the update on 'Uncrewed services' under the 'Enabling 30% increase in Australian air traffic movements' section of the Annual Performance Statement.

Statement of expectations	Statement of intent	Summary of actions taken
d. develop and implement a Flight Information Management System consistent with the policy objectives articulated by the Government, including those concerning Unmanned Aircraft System Traffic Management.	Airservices will continue the development and implementation of a FIMS to ensure the safe integration of RPAS in Australian airspace. The ongoing engagement with government agencies and key stakeholders through multiple forums will ensure the FIMS will deliver a capability for Australia that is consistent with the government's policy objectives and decisions on Uncrewed Aircraft System Traffic Management (UTM).	Airservices continues to advance the integration of Uncrewed Aircraft Systems (UAS) into Australian airspace and have progressed the development of FIMS during 2024–25, as demonstrated in the update on 'Uncrewed services' under the 'Enabling 30% increase in Australian air traffic movements' section of the Annual Performance Statement.
e. work with the Department and CASA on Airspace Management Modernisation, consistent with the Australian Airspace Policy Statement, including by: • regularly reviewing instrument flight procedures to ensure suitability and relevance; • enhancing the safety and efficiency of Australian controlled airspace, including at major regional airports; and • applying sufficient resources to support the opening of the Western Sydney International (Nancy-Bird Walton) Airport in 2026, including but not limited to: air traffic control; rescue and firefighting services; navigational aids; and airspace planning, design, and implementation.	We will regularly review our instrument flight procedures and continue the transition to Performance-based navigation (PBN) as the primary means of navigation in line with the global aviation industry and in consultation with government agencies, the community and other stakeholders. Airservices airspace modernisation, will enhance the safety and efficiency of Australian airspace, including at major regional airports and to increase access to airspace for the aviation industry, through national standardisation and leveraging increased surveillance to enhance service provision. Airservices will deliver essential infrastructure and services, and airspace planning, design and implementation activities, to support the opening of Western Sydney International Airport in 2026.	Airservices have made significant progress on the development of the Western Sydney International Airport as demonstrated in the 'Aerodromes' section of the Annual Performance Statement.
f. advance the Government's environmental objectives, including by: • minimising the impact of aircraft operations on communities where practicable; • applying sufficient resources to the Airservices Noise Complaints and Information Service, so that noise-affected communities can access needed information; • applying sufficient resources to independent Aircraft Noise Ombudsman, and give due consideration to all findings and recommendations made by the Aircraft Noise Ombudsman; and • continuing the commitment to the Sydney Airport Long-Term Operating Plan as required by the Ministerial Direction dated 30 July 1997 (Federal Register of Legislation reference: F2009B00158).	In designing airspace and flightpaths, Airservices seeks to minimise the impact of aircraft noise on communities as far as practicable. We engage with communities when we make changes that will impact them. Airservices Noise Complaints and Information Service will continue to be resourced to provide quality information and manage noise complaints to a high standard. Airservices will continue to support the role and independence of the Aircraft Noise Ombudsman (ANO) and implement all agreed recommendations. The 1997 ministerial direction relating to the Sydney Long-Term Operating Plan will continue to guide the operation of Sydney Airport.	Airservices continue to design airspace and flightpaths through active engagement with communities as demonstrated in the 'Community acceptance of the value of aviation' section of the Annual Performance Statement. Airservices continued to ensure noise complaints are managed to a high standard throughout 2024–25. Key update is provided in the 'noise complaints and information service' section.

Statement of expectations	Statement of intent	Summary of actions taken
g. work with the Department, other Government agencies and industry to identify, manage and, where appropriate, remediate per- and poly-fluoroalkyl substances (PFAS) contamination arising from Airservices' operations on Airservices-impacted sites, in line with Government expectations on this issue, including by: • advising the Department on risks of liability and damages arising from PFAS contamination at impacted sites, for both the Australian Government and for Airservices; • providing the Department with regular updates on: – investigations by Airservices of PFAS contamination; – Airservices' current management of PFAS; and – future management options and remediation costs; and • working with the Department collaboratively on PFAS policy and implementation activities.	Airservices will continue to implement a risk-based national PFAS management program, including site investigations, containment and monitoring as appropriate. Airservices will work closely with the Department, government agencies and industry on issues related to PFAS in line with Government expectations, and actively participating in Commonwealth forums and committees. Airservices will provide regular advice on PFAS risks and liability, provide updates on investigations and management, and remediation actions, options and cost. Airservices will continue work with the Department collaboratively on PFAS policy and implementation activities.	Airservices continued to progress site investigations and PFAS remediation activities during 2024–25, as demonstrated in the 'Identifying and managing PFAS' key activity update under 'Net zero emissions by 2050' section of the Annual Performance Statement.
h. work with the Department, and other Government agencies as appropriate, in providing assistance and advice in relation to the Government's Asia Pacific aviation capacity and capability building initiatives.	Airservices will work with the Department, and other government agencies as appropriate, in providing assistance and advice in relation to the Government's Asia Pacific aviation capacity and capability building initiatives. Airservices is continuing to proactively strengthen relationships within the Asia Pacific region by enhancing our capacity and capability initiatives to support closer cooperation and economic growth.	Airservices have maintained active and strategic partnerships with industry stakeholders throughout 2024–25 to strengthen relationships within the Asia Pacific region. Key updates on engagement activities can be found in the 'International engagement' section of the Annual Performance Statement.

6 Stakeholder engagement

Statement of expectations	Statement of intent	Summary of actions taken
I expect Airservices to: a. undertake effective and productive engagement with the community and industry based on mutual understanding and respect; b. communicate clearly and regularly with the Department, CASA, industry and the community on the development and implementation of significant changes to air navigation and Aviation Rescue Fire Fighting Services; c. keep stakeholders informed about Air Traffic Services disruptions and actions being taken to address the causes of disruption, including through transparent and regular reporting and frank and timely communication; d. proactively provide information, assistance and advice to Government agencies for policy formulation, implementation activities and regulation purposes; e. contribute to the coordinated approach to airport planning, including appropriate participation in planning coordination forums, community aviation consultation groups and the National Airports Safeguarding Advisory Group; and f. work closely with the Department and other Government agencies, including the Australian Transport Safety Bureau, CASA and Defence to deliver integrated and comprehensive advice to the Government, the aviation industry and the community.	Airservices will engage with industry on its service delivery, strategic planning, pricing and other key initiatives via direct engagement with customers and stakeholders, engagement with industry bodies and participation in established industry forums. Airservices will engage with the community when we make changes that will impact them. Airservices has established mechanisms to share information with CASA in relation to the performance of its regulatory functions. Airservices is committed to keeping stakeholders informed about Air Traffic Service disruptions and actions being taken to address the causes of disruption, including through transparent and regular reporting and frank and timely communication. Airservices is committed to providing key service performance results publicly through our website. Airservices will keep the Department and Minister informed through regular reporting including quarterly progress reports and annual reporting and responds to requests for assistance and advice from government agencies. Airservices is committed to ongoing participation in the National Aviation Safeguarding Advisory Group and engaging via airport-led planning coordination and consultation forums and technical noise working groups. Airservices will continue to work closely with the Department and other agencies to deliver integrated and comprehensive advice to the government and other stakeholders on emerging issues affecting aviation regulation and policy including airspace management and protection, UAS and UTM, ARFFS and aviation infrastructure planning and implementation.	Airservices continually review its activities and investment program to ensure our outcomes align to the needs of our customers, the industry and the Government. During the 2024–25 year, Airservices has prioritised engagement with key stakeholders including the department, CASA, airlines, airports and community groups. Key updates can be found in the 'Cooperation' section in the Annual Performance Statement.

Appendix B: Airservices remuneration report 2024–25

2024–25 Remuneration report

The purpose of this section is to summarise the:

- remuneration for Board members
- performance outcomes and remuneration of the Executive
- remuneration for other leadership roles and other highly paid staff who were remunerated over $260,000.

Board members and Executive

Board members

We are governed by a Board that consists of a Chair and 6 non-executive members and the CEO. The Board, other than the CEO, is appointed by the Minister. The CEO is appointed by the Board.

The Board is responsible for determining the corporate objectives, strategies and policies, and ensuring that we perform our functions in a proper, efficient and effective manner.

Table 27: Board members

Name	Position	Term
John Weber	Board Chair	Part year – ceased 2 June 2025
Anne Brown[1]	Board Member and Acting Board Chair	Current – A/ Chair from 3 June 2025
Greg Hood	Deputy Chair	Part year – ceased 7 September 2024
Nicolle Connelly	Board Member	Current
Eileen Doyle	Board Member	Part year – ceased 20 April 2025
Marlene Kanga	Board Member	Part year – ceased 3 September 2024
Melvin Hupfeld	Board Member	Current
Lawrence Turner	Board Member	Current
Susan Ferrier	Board Member	Part year – commenced 24 March 2025
Douglas Bain	Board Member	Part year – commenced 1 April 2025
Rob Sharp	Chief Executive Officer	Part year – commenced 29 July 2024
Peter Curran	Acting Chief Executive Officer	Part year – ceased 28 July 2024

1 Anne Brown was Acting Board Chair from 3 June 2025 and appointed as Board Chair from 25 July 2025.

Table 28: Executive

The Executive is accountable for leading, planning and managing Airservices' operations, activities and performance in achieving Airservices' purpose and objectives.

Name	Position[1]	Term
Paul Logan	Chief Financial & Performance Officer	Part year – ceased 6 April 2025
Claire Ledder	Acting Chief Financial & Performance Officer	Part year – acting 6 January 2025 to 16 February 2025
Craig Webster	Chief Financial Officer	Part year – commenced 17 February 2025
Michelle Bennetts[2]	Chief Service Delivery Officer	Part year – ceased 31 July 2024
Mark Hind	Chief Technology & Enablement Officer	Current
Elizabeth Grinston	General Counsel & Board Secretary	Part year – ceased 6 August 2024
Marcus Bourget	Acting General Counsel & Board Secretary	Part year – acting 7 August 2024 to 11 February 2025
Dominic Gyngell	General Counsel & Board Secretariat	Part year – commenced 12 February 2025
Paul Stoddart	Chief Customer and External Relations Officer	Part year – commenced position 8 July 2024
Danielle Mesa	Chief People and Culture Officer	Current
Christian Patten	Chief Strategy Execution Officer	Part year – ceased 31 May 2025
Mark Scanlan	Director Safety, Security & Environment	Part year – ceased 15 February 2025
Vivienne King	Chief Operating Officer	Current
Michelle Petersen	Chief Aerodromes Officer	Part year – commenced position 27 November 2024
Rochelle Reynolds	Chief Airspace & Network Officer	Part year – commenced 20 January 2025
Craig Charker	Acting Chief Airspace & Network Officer	Part year – acting 8 July 2024 to 19 January 2025
Peter Curran	Deputy Chief Executive Officer	Current – commenced position 29 July 2025
Jacqui O'Dea	Chief Risk, Noise & Environment Officer	Part year – commenced 10 February 2025
Mu Yan	Acting Chief Risk, Noise & Environment Officer	Part year – acting 22 February 2025 to 13 April 2025

1 Position reflects position title at the end of the financial year or at employment cessation date.

2 Michelle Bennetts transitioned out of her position as Chief Service Delivery Officer on 13 May 2024 and ceased employment with Airservices on 31 July 2024.

Remuneration strategy and settings

Executive remuneration

Each Executive role is independently evaluated to determine internal and external relativities of the position's level of work value, size and complexity, accountability, and expertise and judgement required to be successful.

The position is benchmarked against a comparator group for Airservices comprising a blend of industry and sector-relevant private and public sector organisations. The remuneration is subsequently set using a combination of the 50th percentile of the Mercer National General Market (MNGM) and individual position benchmarking.

The MNGM comprises comprehensive data from over 1,000 organisations with over 330,000 data points across multiple industries, sectors and job families to provide an overall representation of the market. Other factors considered include the Remuneration Tribunal data and guidance.

In September 2021, all performance bonus or Short-Term Incentive (STI) plans were removed in entirety for all eligible employees.

Executive remuneration is made up of Total Fixed Remuneration only.

Through the course of the year Airservices implemented a new operating model which included a new Executive Leadership Team (ELT) structure. This saw the introduction of a Deputy CEO, Chief Aerodromes Officer and Chief Airspace & Network Officer roles. In addition, a new role was created, Chief Risk, Noise & Environment Officer, consistent with the Aviation White Paper recommendation. The ELT has 10 executives reporting to the CEO at the end of 2024–25. The ELT had 9 executives in 2023–24. A number of individuals in the ELT left the organisation with new members joining. As a consequence there were periods with executives in acting roles, resulting in a higher number of Senior Management and Executive Staff being disclosed.

Total fixed remuneration

Total fixed remuneration includes cash salary, employer superannuation contributions and any salary sacrifice component. It is reviewed annually against the remuneration benchmarking data and corporate performance, with a focus on maintaining a commercially responsible position.

Remuneration governance

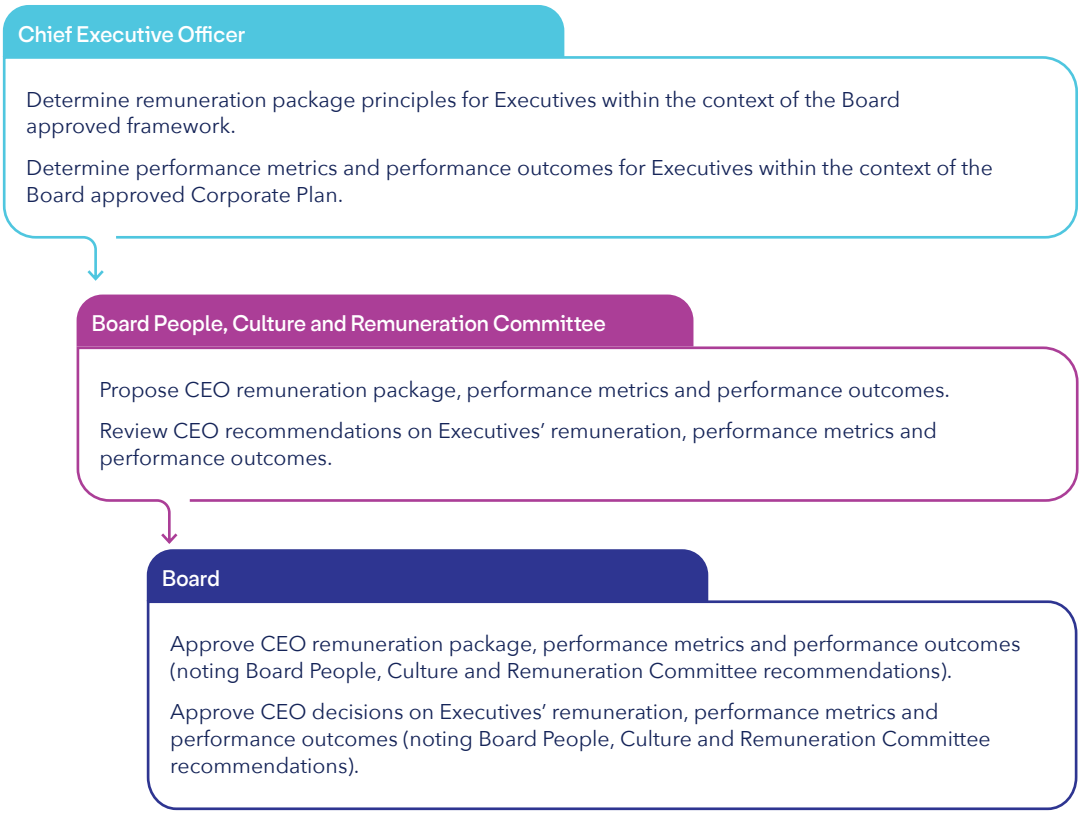
A key objective of the Board People, Culture and Remuneration Committee is to review matters relating to the remuneration and performance of the CEO and Executive.

The Committee comprises at least three non-executive Board members, with one appointed as the Chair. In addition, the Board Chair and CEO are ex-officio members of the Committee.

Lawrence Turner was the Committee Chair from 1 July 2024 to 8 April 2025. Susan Ferrier was appointed as a Board member on 24 March 2025 and Committee Chair on 8 April 2025. The non-executive Board members were Anne Brown, Nicolle Connelly and Greg Hood until his departure on 8 September 2024.

All executive appointments, exits and contract variations during the reporting period were subject to appropriate oversight by the Board and were conducted in accordance with Airservices' internal governance processes and all relevant legislative requirements.

Remuneration governance framework



The CEO approves performance assessments and remuneration outcomes for other leadership and highly paid staff, as recommended by Airservices managers.

Annual fees and allowances for Board members

Annual fees and allowances for our Chair, Deputy Chair and Board members are determined by the Commonwealth Remuneration Tribunal. In setting remuneration, the Tribunal considers a range of matters including workload and value of the office, fees in the private sector, and wage and other economic indices.

Board member remuneration

The following table outlines the remuneration earned and accrued by Board members throughout 2024–25.

Table 29: Board remuneration

		Short-term benefits			Post-employment benefits	Other long-term benefits			
Name	**Position title**	**Base salary**	**Bonuses[1]**	**Other benefits & allowances[2]**	**Super annuation contributions**	**Long service leave**	**Other long-term benefits**	**Termination benefits**	**Total remuneration**
John Weber	Board Chair	$169,940	–	$16,123	$19,543	–	–	–	**$205,605**
Anne Brown	Acting Board Chair	$120,389	–	$9,593	$13,882	–	–	–	**$143,864**
Greg Hood	Deputy Chair	$26,444	–	$1,043	$3,041	–	–	–	**$30,528**
Marlene Kanga	Board Member	$16,572	–	$1,389	$1,906	–	–	–	**$19,867**
Lawrence Turner	Board Member	$91,926	–	$8,724	$10,590	–	–	–	**$111,240**
Eileen Doyle	Board Member	$74,045	–	$3,620	$8,515	–	–	–	**$86,180**
Mel Hupfeld	Board Member	$91,926	–	$6,198	$10,590	–	–	–	**$108,714**
Nicolle Connelly	Board Member	$91,926	–	$7,415	$10,590	–	–	–	**$109,931**
Susan Ferrier	Board Member	$24,937	–	$2,029	$2,887	–	–	–	**$29,852**
Douglas Bain	Board Member	$22,821	–	$2,856	$2,643	–	–	–	**$28,320**
Total		**$730,924**	**–**	**$58,990**	**$84,188**	**–**	**–**	**–**	**$874,103**

1 Bonuses may include sign-on, retention or one-off performance-based payments in addition to regular salary. No Board members received a bonus payment.

2 Includes Board Committee membership and travel allowances.

Executive remuneration

The following table outlines the remuneration earned and accrued by Executive members throughout 2024–25.

Table 30: Executive remuneration

		Short-term benefits			Post-employment benefits	Other long-term benefits			
Name	**Position title**	**Base salary[1]**	**Bonuses[2]**	**Other benefits & allowances[3]**	**Super annuation contributions**	**Long service leave**	**Other long-term benefits**	**Termination benefits**	**Total remuneration**
Rob Sharp	Chief Executive Officer	$979,058	–	$151,569[4]	$30,593	$15,169	–	–	**$1,176,388**
Paul Logan	Chief Financial & Performance Officer	$379,342	–	$6,154	$45,529*	$9,574	–	$388,453	**$829,052**
Claire Ledder	A/g Chief Financial & Performance Officer	$86,449	–	$1,208	–	–	–	–	**$87,657**
Craig Webster	Chief Financial Officer	$186,640	–	$486	$13,325	$3,081	–	–	**$203,532**
Michelle Bennetts	Chief Service Delivery Officer	$48,287	–	$681	$6,859	$1,167	–	$1,213,611[5]	**$1,270,605**
Mark Hind	Chief Technology & Enablement Officer	$489,020	–	$6,527	$29,968	$12,323	–	–	**$537,839**
Elizabeth Grinston	General Counsel & Board Secretary	$48,571	–	–	$6,859	$741	–	$401,137	**$457,308**
Marcus Bourget	A/G General Counsel & Board Secretary	$171,934	–	–	$16,368	$3,882	–	–	**$192,184**
Dominic Gyngell	General Counsel & Board Secretariat	$184,586	–	$204	$14,008	$3,526	–	–	**$202,325**
Paul Stoddart	Chief Customer & External Relations Officer	$451,643	–	$7,741	$29,537	$11,707	–	–	**$500,627**
Danielle Mesa	Chief Culture & Diversity Officer	$526,607	–	–	$29,968	$9,017	–	–	**$565,593**
Christian Patten	Chief Strategy Execution Officer	$446,106	–	$7,341	$29,308	$8,535	–	$377,762	**$869,051**

		Short-term benefits			Post-employment benefits	Other long-term benefits			
Name	**Position title**	**Base salary[1]**	**Bonuses[2]**	**Other benefits & allowances[3]**	**Super annuation contributions**	**Long service leave**	**Other long-term benefits**	**Termination benefits**	**Total remuneration**
Mark Scanlan	Director Safety, Security & Environment	$246,030	–	$3,020	$21,825	$4,872	–	$338,867	**$614,614**
Vivienne King	Chief Operating Officer	$496,730	–	$171	$29,968	$9,196	–	–	**$536,065**
Michelle Petersen	Chief Aerodromes Officer	$403,795	–	$35	$29,497	$11,707	–	–	**$445,034**
Rochelle Reynolds	Chief Airspace & Network Officer	$231,616	–	$458	$15,627	$3,774	–	–	**$251,475**
Craig Charker	A/g Chief Airspace & Network Officer	$200,437	–	–	$23,158*	$4,621	–	–	**$228,215**
Peter Curran	Deputy Chief Executive Officer	$662,762	–	$7,956	$29,886	$15,416	–	–	**$716,020**
Jacqui O'Dea	Chief Risk, Noise & Environment Officer	$163,523	–	$289	$9,062	$2,070	–	–	**$174,945**
Mu Yan	A/G Chief Risk, Noise & Environment Officer	$43,187	–	$738	$4,559	$1,180	–	–	**$49,664**
Total		**$6,446,323**	**–**	**$194,579**	**$415,903**	**$131,559**	**–**	**$2,719,829**	**$9,908,194**

1 Base Salary includes movement in annual leave provision in accordance with RMG 138 Commonwealth entities' executive remuneration guide for annual reports.

2 Bonuses may include sign-on, retention or one-off performance-based payments in addition to regular salary. No Executive received a bonus payment.

3 Includes motor vehicle allowances.

4 Value of travel benefits for fulfilling CEO responsibilities outside Mr Sharp's state of residence.

5 Michelle Bennetts' termination benefits include payment in lieu of notice, severance and ex-gratia as per contract obligations and Airservices policy.

* Defined benefit superannuation plan.

Other leadership roles remuneration

The following table outlines the average remuneration earned and accrued by other leaders in 2024–25.

Table 31: Other leaders' remuneration[1]

		Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
Total remuneration bands	Number of senior executives	Average base salary[2]	Average bonuses[3]	Average other benefits & allowances[4]	Average super annuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
$0 – $220,000	88	$118,298	$178	$1,393	$12,417	$2,004	–	$9,132	**$143,422**
$220,001 – $245,000	32	$197,348	$0	$2,302	$21,370	$3,844	–	$8,005	**$232,869**
$245,001 – $270,000	33	$205,178	$121	$2,902	$21,506	$3,500	–	$22,901	**$256,108**
$270,001 – $295,000	21	$209,117	$0	$7,602	$23,017	$3,907	–	$36,658	**$280,300**
$295,001 – $320,000	14	$225,852	$0	$1,644	$23,701	$4,587	–	$48,237	**$304,021**
$320,001 – $345,000	10	$245,970	$0	$2,854	$25,683	$3,577	–	$49,534	**$327,618**
$345,001 – $370,000	7	$170,419	$0	$1,499	$19,601	$1,993	–	$161,284	**$354,795**
$370,001 – $395,000	7	$232,835	$0	$4,151	$20,116	$3,688	–	$118,851	**$379,642**
$395,001 – $420,000	5	$247,140	$0	$23,806	$20,646	$3,617	–	$109,321	**$404,531**
$420,001 – $445,000	0	–	–	–	–	–	–	–	**-**
$445,001 – $470,000	0	–	–	–	–	–	–	–	**-**
$470,001 – $495,000	2	$203,835	$0	$0	$22,828	$0	–	$250,149	**$476,812**
Total	**219**	**$2,055,992**	**-**	**$48,153**	**$210,885**	**$30,717**	**-**	**$814,072**	**$3,160,118**

1 Individuals who form part of the Senior Leadership Team, including new hires and leavers during the year.

2 Base Salary includes annual leave paid and reflects the adjustment for change in accrued annual leave. A market remuneration increase was applied in 2024–25 recognising increasing CPI, WPI figures and the recommendation from the Remuneration Tribunal.

3 Bonuses relate to lump-sum payments in lieu of salary progression made to three former Corporate EA employees, as per business rules for Corporate EA employees, who were appointed to senior management positions during the reporting year.

4 Includes fly in fly out, living away from home and home purchase/sale allowances to eligible employees.

Other highly paid staff remuneration

The following table outlines the average remuneration earned and accrued by other highly paid staff in 2024–25.

Table 32: Other highly paid staff remuneration

		Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
Total remuneration bands	Number of other highly paid staff[1]	Average base salary[2]	Average bonuses[3]	Average other benefits & allowances[4]	Average super annuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
$260,000 – $270,000	38	$228,323	$6,053	$1,240	$18,399	$238	–	$11,959	**$266,212**
$270,001 – $295,000	152	$243,202	$7,567	$2,956	$21,871	$4,231	–	$3,760	**$283,587**
$295,001 – $320,000	189	$256,518	$7,752	$6,812	$27,620	$4,665	–	$2,924	**$306,291**
$320,001 – $345,000	153	$271,992	$7,569	$8,811	$27,412	$5,060	–	$11,582	**$332,425**
$345,001 – $370,000	65	$288,483	$7,508	$12,092	$30,198	$4,484	–	$14,054	**$356,819**
$370,001 – $395,000	45	$314,864	$7,822	$14,991	$30,355	$5,843	–	$5,983	**$379,859**
$395,001 – $420,000	29	$347,651	$8,000	$11,883	$32,691	$5,242	–	$0	**$405,467**
$420,001 – $445,000	19	$356,990	$7,579	$13,393	$32,021	$5,875	–	$14,105	**$429,964**
$445,001 – $470,000	6	$351,754	$6,667	$8,491	$30,804	$5,340	–	$51,198	**$454,253**
$470,001 – $495,000	3	$433,099	$8,000	$6,779	$25,152	$7,060	–	$0	**$480,090**
$495,001 – $520,000	4	$436,445	$8,000	$24,877	$30,458	$6,922	–	$0	**$506,702**
$520,001 – $545,000	1	$515,757	$8,000	$0	$3,372	$7,894	–	$0	**$535,023**
$545,001 – $570,000	3	$516,128	$8,000	$10,438	$14,220	$7,256	–	$0	**$556,042**
$570,001 – $595,000	2	$450,192	$8,000	$70,874	$45,502	$6,385	–	$0	**$580,952**
$595,001 – $620,000	0	–	–	–	–	–	–	–	**-**
$620,001 – $645,000	1	$568,767	$8,000	$0	$44,156	$7,894	–	$0	**$628,817**
$645,001 – $670,000	0	–	–	–	–	–	–	–	**-**
$670,001 – $695,000	1	$662,362	$0	$0	$21,027	$0	–	$0	**$683,389**
$695,001 – $720,000	0	–	–	–	–	–	–	–	**-**
$720,001 – $745,000	0	–	–	–	–	–	–	–	**-**
$745,001 – $770,000	0	–	–	–	–	–	–	–	**-**
$770,001 – $795,000	1	$118,469	$0	$29,324	$0	$0	–	$653,398	**$801,190**
Total	**712**	**$6,360,996**	**-**	**$222,961**	**$435,258**	**$84,389**	**-**	**$768,963**	**$7,987,082**

1 Includes 662 staff employed under the Air Traffic Control and Supporting Air Traffic Services Enterprise Agreement (ATC EA), 12 staff employed under the Aviation Rescue and Fire Fighting Enterprise Agreement (ARFF EA), 18 staff employed under the Airservices Enterprise Agreement (Corporate EA) and 20 employed on individual contracts.

2 Base salary includes annual leave paid and reflects adjustment for change in accrued annual leave and early retirement benefit payments. Increases to base salary ranged from 3.0% to 4.0%, dependent on the industrial instrument the staff member was employed under.

3 Bonuses include sign-on payments made to ATC EA and ARFF EA employees on the commencement of their new Enterprise Agreements, as well as lump-sum payments made to Corporate EA employees for their work performance and ARFF EA promotion bonus payments to employees who successfully completed Public Safety (Firefighting Management) diplomas.

4 Includes fly-in-fly-out, living away from home and home purchase/sale allowances to eligible employees.

Appendix C: Commonwealth Climate Disclosure

Governance

Airservices Australia's (Airservices) approach to climate change risk and opportunity management is based on our existing Risk Framework, aligned with the ISO 31000:2018 Risk Management standard. Climate change risk has been embedded within our enterprise risk structure as a stand-alone risk:

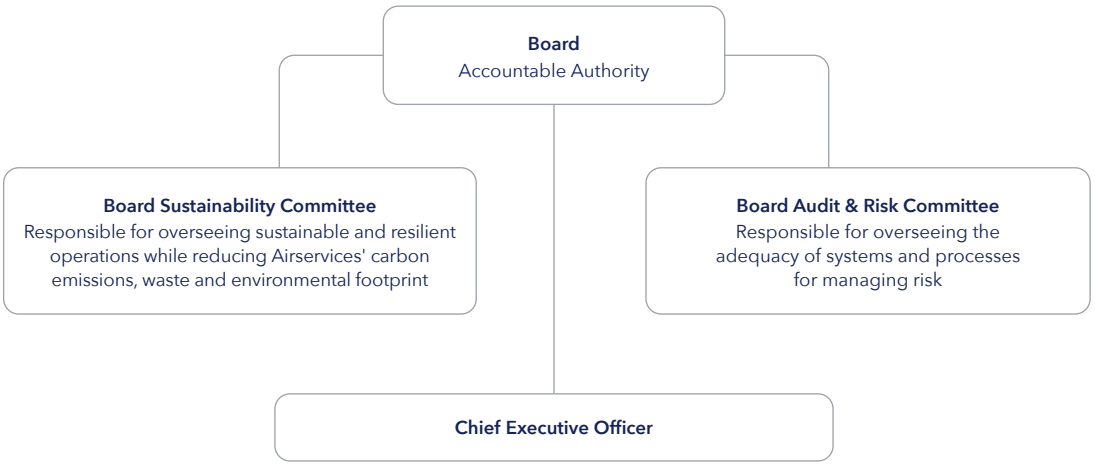
> Airservices is unable to adequately anticipate and manage climate change impacts on the delivery of ATM and ARFF services.

The roles and responsibilities delegated from the Airservices Board (accountable authority) and executive levels, down to the operational level are detailed in Figure 1.

The Board Sustainability Committee (BSUS) meets quarterly and is chaired by a non-executive board member. Its members are listed in the Governance and Accountability section of this report. The BSUS assists the Airservices Board (Board) to discharge its responsibilities by monitoring, advising and providing assurance to the Board on:

- environmental compliance and initiatives;
- sustainability initiatives;
- sustainable operations, facilities and assets;
- community engagement initiatives;
- implementation of recommendations made by the Aircraft Noise Ombudsman (ANO) that have been accepted by the Board; and
- organisational strategy to address the impact of operations on the environment and the community.

Figure 1: Airservices Australia accountable authority organisational chart



See our business structure on page 156 for details.

Criteria #	Requirement summary	Response
G0	**The objective of climate-related disclosures on governance is to enable annual report users to understand the governance processes, controls, and procedures an entity uses to monitor, manage and oversee climate-related risks and opportunities.**	
G1	**To achieve the objective in paragraph G0, an entity shall disclose information about:**	
G1 a)	The accountable authority responsible for oversight of climate-related risks and opportunities. Specifically, the entity shall identify the accountable authority, as defined under section 12 of the *Public Governance, Performance and Accountability (PGPA) Act 2013*, and disclose information about:	
i)	How responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions or other related policies and/or legislation applicable to the accountable authority;	The Airservices Board, as our governing body, is responsible for setting our objectives, strategies and policies, and ensuring we perform our functions in a proper, efficient and effective manner. The Board also has a duty to establish and maintain systems relating to risk and control. Our Board members (other than our Chief Executive Officer) are appointed by the Minister for Infrastructure, Transport, Regional Development and Local Government, as outlined in section 5.2 of the **Board Charter**. The Board Audit and Risk Committee (BARC) supports the Board by overseeing financial and performance reporting, risk management and internal controls. It helps the Board ensure compliance with relevant legislative and regulatory obligations, as set out in the **BARC Charter**. The Board is further supported by the BSUS, which oversee our strategy for managing environment and community impacts, our compliance with environmental obligations, community engagement, and implementation of the Aircraft Noise Ombudsman recommendations. The BSUS committee meets not less than 4 times each year with membership consisting of: a) a Chair, who will be a non-executive Board Member, appointed by the Board; b) at least 2 non-executive Board Members, appointed by the Board; c) ex officio, the Board Chairperson; and d) ex officio, the Chief Executive Officer. The BARC meets not less than 4 times each year with membership consisting of: a) a Chair, who will be a non-executive Board Member, appointed by the Board; and b) at least 2 non-executive Board Members, appointed by the Board. The Board Chairperson and Chief Executive Officer are not permitted to be members of the BARC. Our Risk Appetite Statement (RAS) is set by the Board and articulates the degree of risk Airservices is prepared to accept in the pursuit of our strategic objectives and the achievement of our Corporate Plan. Risk appetite varies across different risk categories, identified in the RAS, and enterprise risks are regularly assessed against it. The executive officers and BARC review our enterprise risks on a regular basis, including conducting deep dive assessments on a rolling basis. The enterprise risks reflect the most significant threats to the achievement of our strategic objectives and are owned by the relevant Chief. The climate change enterprise risk is owned by our Chief Risk, Noise and Environment Officer. The climate change enterprise risk is also overseen and monitored by BSUS as part of its **Board Sustainability Committee Charter**.

<table>
<tr><th>Criteria #</th><th>Requirement summary</th><th>Response</th></tr>
<tr><td>ii)</td><td>How the accountable authority determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities;</td><td>The Board's role, as detailed in the Board Charter, includes oversight of the enterprise risk framework, Risk Appetite Statement, and compliance with the Public Governance, Performance and Accountability (PGPA) Act 2013, PGPA Rules and the Air Services Act 1995.

To ensure the appropriate skills and competencies are available to develop and oversee our approach to climate risk, Airservices has appointed several key positions that are accountable/responsible for climate related risks and opportunities. These are:

Table 33: Skills and competencies of key positions

<table><tr><th>Role</th><th>Qualification</th></tr><tr><td>Chief Risk, Noise and Environment Officer</td><td>• Graduate of the Australian Institute of Company Directors
• Bachelor of Laws
• Bachelor of Commerce (Finance)</td></tr><tr><td>Head of Noise and Environment</td><td>• Masters of International Law
• Graduate Certificate in Legal Studies
• Bachelor of Management</td></tr><tr><td>Environmental Sustainability Lead#</td><td>• Bachelor of Applied Science</td></tr><tr><td>Senior Environmental Sustainability Specialist#</td><td>• Bachelor of Science
• Bachelor of Commerce</td></tr></table>
Operational staff (denoted with #) have also completed the climate-related resources on the Australian Public Service (APS) Academy to build internal capability. Skills and competencies of each team member are reviewed annually through agreed Work Performance Agreements.</td></tr>
<tr><td>iii)</td><td>How and how often the accountable authority is informed about climate-related risks and opportunities;</td><td>The BSUS meets (except where the Board determines otherwise) not less than 4 times each year. It is briefed annually on climate risk.

Emissions performance is a regular agenda item in each committee meeting.

The BARC reviews the enterprise risk profile, including climate change risk, on a quarterly basis.

Both the BSUS and BARC are sub-committees of the Board, with Board members and members of the Airservices executive attending meetings. Minutes and resolutions of BSUS and BARC meetings are shared with the full Board.</td></tr>
</table>

Criteria #	Requirement summary	Response
iv)	How the accountable authority takes into account climate-related risks and opportunities when overseeing the entity's strategy and risk management processes and related policies, and when making decisions in relation to major transactions and the prioritisation of funds, where applicable;	Our CEO and Board are responsible for ensuring that our risk framework is embedded in our aligned policies and plans, including our Corporate Plan. Our Governance, Risk and Compliance Policy and Standards meets the requirements of section 16 of the PGPA Act and is aligned to ISO 31000:2018 Risk Management—Guidelines and the Commonwealth Risk Management Policy. Additionally, our Risk Management Standard is aligned with the Airspace and Air Traffic Management Risk Management Policy Statement which confirms the adoption of a common approach to risk management in relation to the assessment of airspace and air traffic management. Our Risk Appetite Statement (RAS), set by the Board, articulates the level of risk we are prepared to accept in the pursuit of our strategic objectives and the delivery of our Corporate Plan. The risk appetite is aligned to our strategy and varies across different risk categories. Enterprise risks are regularly assessed against the RAS, and the risk appetite for climate change is expressly stated. Climate change risk is one of our enterprise risks and subject to regular monitoring, including deep-dive reviews on a rolling basis. Business plan reviews must consider the impact of enterprise risks, which are assessed in light of changes in the internal environment, external environment and emerging risks.
v)	How the accountable authority oversees the setting of climate-related targets and monitors progress towards those targets (see paragraphs M5–8), including targets related to emissions reduction and any other climate-related risk and opportunity management targets; and	Climate-related target setting is overseen through briefings to the executive and the BSUS, focussing on climate change risks, opportunities, and the Environmental Sustainability Strategy. Airservices' 2 key climate-related targets are: • Reduction of 145,000 tonnes of Carbon Dioxide equivalent (tCO_2e) emissions per annum within the Australian Flight Information Regions by 2030. • Achieve a reduction in scope 1 and 2 emissions of 43% by 2030, which equates to 16,863 tCO_2e on our baseline of 29,585 tCO_2e. The Environmental Sustainability Strategy and targets were approved by the Board in December 2024, in line with a recommendation from the BSUS. Progress against these metrics is discussed in the 'Metrics and targets' section within this Appendix. Further details on our climate performance can be found in the 'Net zero emissions by 2050' section within the Annual Performance Statement.
vi)	Whether, and to what extent, risk oversight is deputised to a specific management level position or management level committee (assignee) and how oversight is exercised over that position or committee; and	Climate change risk oversight is delegated to the Chief Risk, Noise and Environment Officer, the owner of this enterprise risk. Oversight of this risk is a responsibility of the BSUS as per 3.1(i) of the **Board Sustainability Committee Charter**. The underlying physical and transition risks are managed as disclosed in S2(a).

Criteria #	Requirement summary	Response
G1 b)	The role and responsibilities the assignee and other senior management and governance committees play in the oversight and administration of governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about: iii) whether the assignee uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.	The Board oversees the Risk Framework, while the Executive Leadership Team (CEO and executive officers) are responsible for managing the governance processes, controls, and procedures for climate-related risks and opportunities. Strategic direction for Climate resilience is outlined in the Environmental Sustainability Strategy Pillar 4 – 'Sustainable Resource Management'. Specific procedural controls relating to climate resilience are in development but are currently addressed through our Environmental Management System under National Operating Standard (NOS) (AA-NOS-ENV-0004) *Environment and Sustainability Performance Requirements and Controls for Airservices Infrastructure*. This NOS describes mandatory environmental performance requirements and controls for developing and managing Airservices' infrastructure. It is designed to assist the business to meet its environmental legal compliance obligations and minimise potential environmental risks and impacts. It assists Airservices to deliver positive environment outcomes by: 1. embedding 'environment by design' principles in infrastructure development; 2. driving an asset lifecycle approach to environmental management to achieve positive environment and sustainability outcomes; 3. prescribing a standardised set of management controls for protecting key environmental values including land, soils, water, waste, heritage, and biodiversity; and 4. acting as an organisational environmental management 'code of practice' for infrastructure development and management. Examples of controls in place to reduce the impacts of extreme weather events on our assets and personnel are: • the Enterprise Network Modernisation Program (ENMP), where heat-related hazards at some sites are mitigated by ruggedised communications equipment; and • ARFF Heat Stress Management Procedure, which offers further guidance and controls for our teams, addressing environmental risk factors associated with heat waves.
G2	**In preparing disclosures to meet the requirements in paragraph G1:**	
G2 a)	Entities shall have regard to The Australian Government's Approach to Climate Change Risk and Opportunity Management in the Public Sector 2024–2026 when describing processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities; and	The development of our enterprise risk on climate change was based on a 2023–24 climate change risk assessment (CCRA) to understand broadly how Airservices might be impacted by climate change and to inform the Climate Adaptation Strategy. The CCRA included: • review of global aviation efforts to assess and adapt to the impacts of climate change on Air Traffic Management providers; • review of climate change and aviation related legislation and how Airservices might meet relevant obligations; • interviews and workshops with employees from across the organisation; • scenario analysis to assess global climate and economic/social implications from climate change in 2050 and how that might affect Airservices; • geospatial assessment of Airservices' asset portfolio and prioritisation, of sites and asset types for climate resilience; and • a qualitative climate change risk register capturing high level risks to assets and operations from physical climate impacts. As a Corporate Commonwealth entity, Airservices has reviewed the Climate Change Risk and Opportunity Management Program (CROMP) and *The Australian Government's Approach to Climate Change Risk and Opportunity Management in the Public Sector 2024–2026* and will seek to align future reviews.
G2 b)	CCEs and Commonwealth companies may choose to refer to the Net Zero in Government Operations Strategy and Commonwealth Risk Management Policy as a matter of good practice.	Airservices Australia is a Corporate Commonwealth Entity. Our implementation of the Commonwealth Risk Management Policy is outlined in the 'Our governance' section of this report.

Strategy

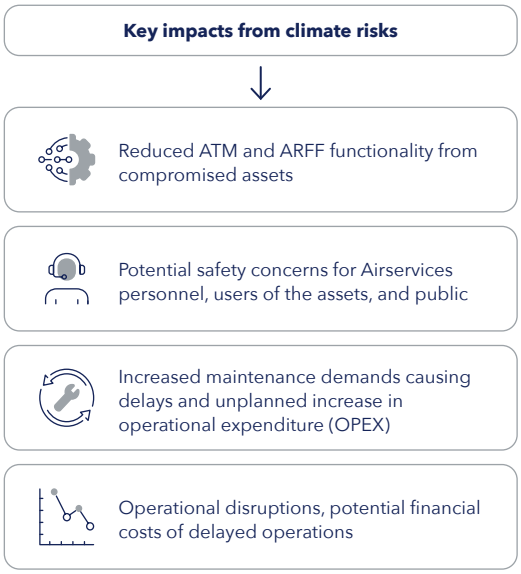
Through our Climate Change risk assessment, we have identified and categorised our material climate-related risks and opportunities. Material organisational risks and opportunities are identified in the below table. In future years, our disclosure will expand in line with the progressive implementation schedule in the Commonwealth Climate Disclosure Requirements.

Initial work to conduct a physical Climate Change risk and opportunity assessment was completed in 2024 using Airservices' Risk Management Standard which aligns with the ISO 31000:2018 Risk Management Standard, with our approach to assessing the materiality of our operational climate change risks undertaken in 4 phases:

1. Climate Change Impact Assessment
2. Climate Scenario Analysis
3. Geospatial Climate Change Risk Assessment
4. Business Impact Assessments

Our assessment found that the physical impacts of climate change pose a risk to our ability to deliver Air Traffic Management (ATM) and Aviation Rescue Fire Fighting (ARFF) services (refer to Table 34: Physical risks of climate change to Airservices Australia). This risk relates to bushfires, cyclones, heatwaves (above 35°C) and extreme rainfall directly or indirectly associated with more extreme El Niño-Southern Oscillation (ENSO) events. With a large number of Australian airports located on coastal plains, sea level rise was also identified as a risk. This work identified that climate change could pose four key impacts to our business (refer to Figure 2), which could be exacerbated by the risk of compounding events such as simultaneous or sequential severe weather events whilst recovering from an initial event (e.g. if flooding in Brisbane coincided with bushfires in Melbourne, ATM could be affected nationally). It was found that this risk is highest in the eastern states, which also have the highest likelihood for compounding risks.

Figure 2: Impacts of climate change on our business



Transitional risks facing Airservices tend to impact the aviation industry more generally, and arise from changes in the aviation ecosystem as efforts are made to decarbonise the economy (refer to Table 35: Transitional risks of climate change on Airservices Australia). These risks relate to matters such as changes to the policy and legal environment, technology, market trends and reputation which may lead to higher costs and/or reduced revenue.

With industry forecasts continuing to predict continued growth in domestic air travel and a rising demand for uncrewed aircraft systems (UAS), it is anticipated that these transitional risks will materialise through regulatory changes requiring greater investment in low-emission technologies, stricter climate disclosures and sustainability reporting, increasing operational costs and legal exposure. To adapt to and mitigate these transitional risks, infrastructure upgrades and workforce adaptation will be required to adapt to technological shifts and operational changes such as automation, artificial intelligence (AI) and sustainable aviation fuels (SAF).

Delays in adapting to these transitional risks may result in reputational risks being realised, including service disruptions, unmet sustainability expectations and climate-related workforce challenges, all of which could impact our public image and operational continuity.

Our initial assessment largely aligns with the Australian Government's Approach to CROMP in the Public Sector 2024–2026, with short, medium and long-term timeframes across three different emissions scenarios. The key differences in approach are:

- **Long-term timeframe:** Airservices has adopted a 2070 projection to give an indication of the impacts on longer lived assets. We assume a 50-year life span for most assets.
- **Emissions scenarios:** The Airservices scenarios were developed based on linking two complementary, internationally recognised, validated, and standardised scenario components – Representative Concentration Pathways (RCP) and Shared Socio-Economic Pathways (SSP). A comparison of our 3 RCPs and how they compare to the CROMP methodology is presented in Table 36: Comparison of climate change risk methodologies.

Future efforts will focus on further opportunity identification, with the key opportunities identified to date lying within our emissions footprint and our dependence on grid-sourced electricity at our major Civil Military Air Traffic Management System (CMATS) facilities accounting for approximately 49% of our total scope 1 and 2 emissions.

Criteria #	Criteria summary	Climate-related target
S0	**The objective of climate-related disclosures on strategy is to enable Annual Report users to understand an entity's strategy for managing climate-related risks and opportunities.**	
S1	**To achieve the objective in paragraph S0, an entity shall disclose information to enable annual report users to understand:**	
S1 a)	Material information about the entity's climate-related risks and opportunities (see paragraphs S2–3); and	
S1 b)	The current and anticipated effects of those climate-related risks and opportunities on the entity's operational model (see paragraph S4).	
S2	**An entity shall disclose information in accordance with the progressive implementation schedule that enables annual report users to understand material information about the entity's climate-related risks and opportunities. Specifically, the entity shall:**	
S2 a)	Provide the entity's material climate-related risks and opportunities in accordance with the progressive implementation schedule. Specifically: i) the entity's organisational risks and opportunities;	

Opportunities: Airservices is in the process of identifying opportunities relating to climate change. This work is expected to be finalised in early 2026 and will be disclosed in future reports.

Physical risks from climate hazards can result in significant impacts to assets and service delivery due to damaged and/or unserviceable assets leading to prolonged degraded service provision to clients.

Our assessment found the physical impacts of climate change pose a risk to our ability to deliver ATM and ARFF services. This risk relates to bushfires, cyclones, heatwaves (above 35°C) and extreme rainfall directly or indirectly associated with more extreme El Niño-Southern Oscillation (ENSO) events. With many Australian airports located on the coastal plains, sea level rise was also identified as a risk.

The assessment also found increased vulnerability relating to "compounding risks" impacting clusters of critical assets. As extreme weather events are known to have multiple damaging effects (i.e. strong winds, rain, heat) and/or occur concurrently (i.e. January 2011 Severe Tropical Cyclone Yasi impacting North Queensland whilst Brisbane recovered from the South East Queensland floods), this could result in multiple assets becoming unserviceable in a region or across the country, further compounded by being unable to get staff quickly and safely to those regions to recover, thus impacting our ability to provide core ATM and ARFF services.

Table 34: Physical risks of climate change to Airservices Australia

Risk Impacts	Airservices current response and strategy	Near-term approach (2030)	Long-term approach (2050 and beyond)
Physical risk stem from direct impacts of climate change on assets, environment and people thereby impacting service delivery;	**Corporate planning and strategy** Revision of our Environmental Sustainability Strategy 2024–2030 to provide greater clarity and governance in how we achieve and communicate our environmental sustainability ambitions. Our environmental strategy considers both our role in the broader aviation ecosystem as well our commitment to environmental responsibility. As a partner in the broader aviation ecosystem: • Aircraft emissions – Supporting the aviation industry's transition to net zero emissions by 2050. • Aircraft noise – Supporting the aviation industry's efforts to manage the impact of noise on communities. As an organisation committed to environmental responsibility: • Ecological stewardship – Protecting the ecological sustainability of our operational environment by preserving biodiversity and minimising pollution. • Resource management – Reducing our consumption of resources and improving our climate resilience as we work towards reducing our emissions by at least 43% below baseline levels by 2030 and reaching net zero by 2050. **ATM** Airservices has a detailed National Air Traffic Services business continuity plan that enables continued operations at company or pilot discretion. It provides realistic guidance and strategies to ensure that actions taken are commensurate with the nature of the disruption and duration of the operational restriction, whilst fulfilling Australia's international aviation and Commonwealth regulatory requirements relating to ATS Contingencies, as established by Civil Aviation Safety Regulations (CASR) and Manual of Standards (MOS) Part 172. **Airport Rescue and Fire Fighting (ARFF)** Airservices will provide ARFF services to the category listed on the CASA-issued ARFF Provider Certificate and in accordance with the provisions of Part 139H (Aerodrome rescue and firefighting services) of the CASRs and other relevant regulations and legislation, unless there is an unforeseeable contingency.	Delivery of our key climate targets by 2030: • Reduction of 145,000 tonnes of Carbon Dioxide equivalent (tCO_2e) emissions per annum within the Australian Flight Information Regions by 2030. • Achieve a reduction in scope 1 and 2 emissions of 43% by 2030, which equates to 16,863 of Carbon Dioxide equivalent (tCO_2e) on our baseline of 29,585 tCO_2e. Continuation of existing modernisation programs such as: • Enterprise Network Modernisation Program (ENMP). • OneSKY/CMATS. • Digital Aerodrome Systems (DAS) – a world class technology that will improve the capability of our controllers, enabling us to deliver even greater levels of safety and increased capacity wherever it is deployed. • Implementation of the Flight Information Management System (FIMS) to manage the growth of UAS traffic in a safe, equitable, and efficient manner alongside traditional aviation. • ARFF NexGen facilities uplift programs.	• Adoption of Net Zero by 2050 targets. • Ongoing collaboration with industry partners to support the aviation industry's transition to net zero emissions by 2050. • Further adaptation of assets to mitigate against identified physical impacts. • Ongoing modernisation and adoption of technology platforms and infrastructure to identify and manage risks.

Transition risks facing Airservices arise from changes in the aviation ecosystem as efforts are made to decarbonise the economy, resulting in changes to the policy and legal environment, technology, market trends and reputation which may lead to higher costs and/or reduced revenue.

Regulatory changes may require greater investment in low-emission technologies, stricter climate disclosures and sustainability reporting, increasing operational costs and legal exposure. With industry forecasts continuing to predict continued growth in domestic air travel and a rising demand for UAS, it is anticipated that these transitional risks will materialise through regulatory changes requiring greater investment in low-emission technologies, stricter climate disclosures and sustainability reporting, increasing operational costs and legal exposure. To adapt to and mitigate these transitional risks, infrastructure upgrades and workforce adaptation will be required to adapt to technological shifts and operational changes such as automation, AI and SAF. Reputational risks stem from service disruptions, unmet sustainability expectations, and climate-related workforce challenges, all of which could impact the company's public image and operational continuity.

Table 35: Transitional risks of climate change on Airservices Australia

Risk Impacts	Airservices current response and strategy	Near-term approach (2030)	Long-term approach (2050 and beyond)
Transition risk arising from the shift to a low carbon economy;	Airservices current strategic approach is *"As a partner of the broader aviation ecosystem"*. Our climate targets focus on decarbonising our own operations but also supporting the aviation industry's transition to net zero emissions by 2050. A key component of this is our partnership with the Department of Defence to deliver OneSKY. This is the most complex transformation of air traffic management in Australian aviation history, replacing existing air traffic management systems with an advanced integrated system known as the CMATS. OneSKY was established to deliver more efficient air services and support future air traffic growth, with enhanced safety and enhanced national security. Furthermore, this will enable or support a number of initiatives aimed at increasing efficiency within our Flight Information Region which will result in lower fuel burn and subsequent emissions. In addition to OneSKY, we are implementing the FIMS to manage the growth of UAS traffic in a safe, equitable, and efficient manner alongside traditional aviation. FIMS will not only facilitate the growth of UAS, but will also support the decarbonisation of the broader transport industry as drone delivery services become more widespread.	Our near-term approach focuses on: **Operational efficiency improvements:** • Optimising flightpaths and enabling User Preferred Routes (UPR) to take advantage of prevailing winds to shorten travel times. • Implementation of Airport Collaborative Decision Making (A-CDM) procedures and tools to improve the efficiency and predictability of airport operations by enabling collaboration and information sharing within the aviation ecosystem. • Utilisation of Air Traffic Management Digital Twin, a sophisticated digital replica of the air traffic management system, integrating real-time data, advanced simulations, and predictive analytics to enhance the efficiency, safety, and sustainability of air traffic operations. **Engaging with stakeholders:** Airservices plays a key role in supporting the aviation industry's efforts to manage the impact of noise on communities. Our contribution is to work with all stakeholders to apply a community-by-design approach to our design of flightpaths and establish Airservices as a leader in transparent and credible sustainability communication, fostering trust among stakeholders by accurately reporting on sustainability initiatives, challenges, and progress. **Transparent reporting:** Our approach is aimed at ensuring our communications are responsible, informative, and enables Airservices to build trust. We will ensure our audiences are informed about our climate and sustainability initiatives and progress through regular reporting and engagement with internal and external stakeholders, which protects and enhances our corporate reputation.	As a partner of the aviation ecosystem and steward of 11% of the world's airspace, our long-term approach is focused on supporting the aviation industry's transition to net zero emissions by 2050. Our near-term efforts are focused on enablement of the industry to decarbonise and adapt to the impacts of climate change. These will build the basis of our long-term approach as we adapt to the impacts of climate change and implement new innovations and technology platforms.

Criteria #	Criteria summary	Climate-related target
S2 b)	Explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be predominantly a climate-related physical risk or a climate-related transition risk;	The approach to assessing the materiality of our climate change risks was conducted through 3 steps, being: 1. Climate Change Impact Assessment. 2. Climate Scenario Analysis. 3. Geospatial Climate Change Risk Assessment. Through undertaking these assessments it was considered that: • Physical risks were associated with impacts on assets and service delivery; – Risk to Airservices' operations, from changes to physical climate. – Risks to Airservices' assets or asset operations due to changes in physical climate resulting in damaged and/or unserviceable assets leading to prolonged degraded service provision to clients. • Transitional risks arose from efforts to decarbonise the aviation ecosystem and economy; – Changes to the policy and legal environment, technology, market trends and reputation may result in broader impacts to our business or the Aviation ecosystem.
S2 c)	Specify the time horizons – short, medium or long-term – for which the effects of each climate-related risk and opportunity identified by the entity could reasonably be expected to occur; and	• Short-term – 2030 • Medium-term – 2050 • Long-term – 2070
S2 d)	Explain how the entity defines 'short-term', 'medium-term' and 'long-term' and the reasons these definitions were selected.	The timeframes selected for the climate change projections for our climate risk modelling are 2030, 2050 and 2070. The 2030 and 2050 timeframes cover the asset life for a range of assets, such as building services. The 2070 projections give an indication of the trajectory impacts affecting longer-lived assets. Although the longer term changes of each scenario differ, in the short-term (2030) and medium-term (2050), projected changes to climate hazards between each scenario are quite similar.
S3	**In preparing disclosures to meet the requirements in paragraphs S1–2:**	
S3 a)	There is an expectation that entities will have undertaken a climate change risk and opportunity assessment. This expectation is set out in The Australian Government's Approach to Climate Change Risk and Opportunity Management in the Public Sector 2024–2026. Specifically:	
i)	Entities are encouraged to conduct their climate change risk and opportunity assessment in adherence with the Climate Change risk and Opportunity Management Program, where practicable; and	Airservices undertook our initial climate change risk assessment (CCRA) to understand broadly how we might be impacted by climate change and to inform the Climate Adaptation Strategy. The CCRA included: • review of global aviation efforts to assess and adapt to the impacts of climate change on Air Traffic Management providers • review of climate change and aviation related legislation and how Airservices may meet relevant obligations • interviews and workshops with employees from across the organisation • scenario analysis to assess global climate and economic/social implications from climate change in 2050 and how that might affect Airservices • geospatial assessment of Airservices' asset portfolio and prioritisation, of sites and asset types for climate resilience • qualitative climate change risk register capturing high level risks to assets and operations from physical climate impacts.

Criteria #	Criteria summary	Climate-related target
ii)	Where it is impractical for an entity to adopt the climate change risk and Opportunity Management Program methodology in full, the entity shall: 1. explain why it has adopted an alternate methodology; and 2. ensure that its alternate methodology is robust and defensible.	Airservices adopted an alternative methodology to CROMP during early risk assessments undertaken in 2023 based on asset management approaches in place at the time. The methodology used largely aligns with CROMP methodology – utilising three timeframes and three emission scenarios. The key differences being: **Long-term timeframe:** Airservices adopted a 2070 projection to give an indication of the trajectory impacts affecting longer lived assets on the assumption of a 50-year life span for most assets. **Emissions scenarios:** The Airservices scenarios were developed based on linking two complementary, internationally recognised, validated, and standardised scenario components – Representative Concentration Pathways (RCP) and Shared Socio-Economic Pathways (SSP). A comparison of our three RCPs and how they compare to the CROMP methodology is presented in Table 36: Comparison of climate change risk methodologies.

Table 36: Comparison of climate change risk methodologies

Our Low Emissions Scenario: SSP1/RCP2.6	Our Medium Emissions Scenario: SSP3/RCP4.5	Our High Emissions Scenario: SSP5/RCP8.5
• Describes a smooth, globally coordinated transition to a net-zero emissions economy, including a focus on conscious consumption, regional production, and environmentally friendly technologies. • The aviation industry is more sustainable and climate-resilient than today. • Up to 1.1°C warming in Australia by 2070. • Airservices is impacted by a high level of transition-related change as climate mitigation is prioritised.	• Describes resurgent nationalism, deglobalisation and trade barriers alongside weak-to-moderate climate action until 2030, followed by a rapid, disrupted transition to a low-emissions world. • Regional political turbulence increases risk for aviation. • Up to 1.9°C warming in Australia by 2070. • Focus on regional security and strongly reduced international travel and air freight impacts Airservices operations.	• Describes a future with a lack of climate policies, resource- and energy intensive lifestyles in a highly globalised world, and a focus on adaptation instead of mitigation. • With high emissions, there are significant physical climate change disruptions for the aviation industry. • Up to 3°C warming in Australia by 2070. • While transition-related change is limited, Airservices operations are frequently disrupted by strong physical climate change effects.
CROMP: Low emission	**CROMP: Medium emission**	**CROMP: High emission**
• This represents a scenario where mitigation efforts to curb emissions are ambitious to limit warming at or below 1.5°C. It is likely that there will still be some physical impacts associated with this scenario that may be greater than those felt today.	• This represents a scenario where emissions are curbed based on existing policies and commitments with a global warming of level of 2–3°C. In this scenario, there are moderate challenges to both mitigation and adaptation.	• This represents a world with dangerous climate change, exceeding a global warming level of 4°C compared to a pre-industrial baseline. This is a scenario where mitigation efforts are limited and considerable adaptation to the physical impacts of climate change is required.

Criteria #	Criteria summary	Climate-related target
Operational model effects		
S4	**An entity shall disclose information that enables annual report users to understand the current and anticipated effects of climate-related risks and opportunities on the entity's operational model. Specifically, the entity shall disclose:**	
S4 a)	A description of the current and anticipated effects of climate-related risks and opportunities on the entity's operational model; and	The current effects of climate-related risks and opportunities in our operational model are related to the physical risks posed by climate change. In the 2024–25 financial year, severe storms and cyclones impacted all our operations, with storms across North Queensland resulting in lightning strikes to radar facilities rendering them unserviceable and Tropical Cyclone Alfred closing aerodromes in South-East Queensland and Northern New South Wales for approximately 72 hours. Severe winds impacted facilities at Melbourne and Sydney and bushfires in the Grampians Victoria impacted the power supply to a communications facility.
S4 b)	A description of where in the entity's operational model the current and anticipated effects of climate-related risks and opportunities are concentrated.	Airservices has identified significant climate-related risks that could impact our ability to deliver essential aviation services. Physical risks such as bushfires, cyclones, heatwaves, extreme rainfall, and sea level rise threaten infrastructure and service continuity, particularly for ATM and ARFF. Transition risks also pose challenges, including regulatory changes, technological shifts, market trends, and reputational pressures as the aviation sector moves toward decarbonisation. In response, Airservices is implementing a comprehensive strategy that includes revising our Environmental Sustainability Strategy, modernising infrastructure, and adopting advanced technologies like OneSKY and FIMS. By 2030, the organisation aims to reduce emissions by 43% and support industry-wide efforts to achieve net zero by 2050, while enhancing resilience and operational efficiency across its services.

Risk Management

Airservices applies a risk management framework, aligned to ISO 31000:2018, to systematically identify, assess, and manage climate-related risks as part of our enterprise-wide risk processes. Climate change is categorised as an enterprise risk and is subject to regular review by the executive and Board.

Risk assessments incorporate asset-level evaluations, including a detailed Geospatial Climate Change Risk Rating Assessment and Business Impact Analysis (BIA), which identified 19 high or extreme risk assets across Queensland, New South Wales, and Victoria. These assets are vulnerable to climate hazards such as rainfall, bush fire, cyclones and sea level rise.

Climate-related risks are monitored quarterly and reported to the BARC through 5 key reporting indicators:

- Increased downtime and maintenance of critical assets due to extreme weather events.
- Ground delays caused by extreme weather (number and duration).
- Rise in staff Total Reportable Injury Frequency Rate (TRIFR) linked to weather events.
- Increased operational expenditure due to asset damage (CAPEX/OPEX).
- Speed of recovery and return to service (time offline/FTEs).

Risk assessments use Airservices' standard 5x5 matrix, evaluating likelihood (from rare to expected) and consequence (from insignificant to catastrophic). Key data sources include emissions data, facilities information, Bureau of Meteorology inputs, safety incident notifications and air traffic management data.

Airservices has enhanced our climate change risk data collection processes during this reporting period. While initial assessments focused on risk, subsequent BIA and emissions analysis identified opportunities for local renewable energy integration at CMATS facilities in Brisbane and Melbourne, supporting the organisation's 43% emissions reduction target.

Further details on Airservices' risk management approach are available in the 'Our governance' section of this report.

Criteria #	Criteria summary	Climate-related target
R0	**The objective of climate-related disclosures on risk management is to enable annual report users to understand an entity's processes to identify, assess, prioritise, manage and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process.**	
R1	**To achieve the objective in paragraph R0, an entity shall disclose information about:**	
R1 a)	The processes and related policies the entity uses to identify, assess, prioritise, manage and monitor climate-related risks, including information about:	Airservices applies the ISO 31000 risk management process to systematically identify, measure, and manage risk. Risk identification, assessment, prioritisation and management is covered in the Risk Management Standard and is applicable to climate change risks. Our approach to Risk and implementation of the Commonwealth Risk Management Policy is outlined in the 'Our governance' section of the report.
i)	The inputs and parameters the entity uses (for example, information about data sources, the significant areas of uncertainty and the scope of operations covered in the processes);	Enterprise risks, including climate change risk, are reviewed regularly. The review covers, at a minimum: • Confirmation that enterprise risks remain current. • Confirmation of inherent and residual risk ratings. • The effectiveness of associated critical controls and any additional treatment actions if the residual risk is outside of appetite. • Any new or emerging risks that may require further investigation. Important considerations in reviewing and updating our Enterprise Risk Profile: • Our business plan review process must consider impacts on our enterprise risk profile. This includes formal consideration of issues arising from planned material changes to the Airservices' operations and risks (internal business environment). • Changes to the external business environment driven by external factors (political, economic, social, technological etc.) and risk drivers. • Changes to emerging risks. Key data sources used for assessing our climate risks include our: • Emissions data. • Facilities upkeep information. • Bureau of Meteorology weather warning and meteorological data. • Safety Incident notifications. • Ground delay and ATM data.

Criteria #	Criteria summary	Climate-related target
ii)	How the entity assesses the nature, likelihood and magnitude of the effects of those risks;	Risk assessment criteria as defined in Airservices Risk Standard are used to assess climate change risks, there is a 5 x 5 risk assessment matrix rating risk against likelihood and consequence. Likelihood criteria are defined for each likelihood level of rare, unlikely, possible, likely and expected. Detailed consequence criteria are defined for each level, insignificant, minor, moderate, major, and catastrophic. Additionally, a more detailed Geospatial Climate Change Risk Rating Assessment was undertaken, assessing 1,353 assets and buildings (assets) with a criticality rating of A or B where failure may lead to shut down or limited shut down of critical services and/or our ability to deliver ATM and ARFF services. This assessment identified 19 assets across Queensland/New South Wales/Victoria that have been rated as high or extreme overall risk from climate hazards, with rainfall, cyclone and sea level rise posing the largest risk to our assets. The asset categories with the highest rated overall risk are Surveillance System Radar Buildings, Operational Air Traffic Service Tower Control Unit Control Centres, Surveillance System Communication Radio's and Surveillance System Satellite Ground Stations. These assets were assessed using our BIA tool which aligns to the risk assessment criteria. The BIAs are an annual requirement that provides key information necessary to develop continuity strategies and plans intended to support the business during disruptive events. The BIA is one of the key deliverables from the Business Continuity Management Procedure (C-PROC0315) and captures the key processes conducted by a business area, the maximum outage tolerances before the consequences would trigger the activation of incident management teams to implement response and recovery strategies or workarounds to minimise disruption and provide continuity.
iii)	Whether and how the entity prioritises climate-related risks relative to other types of risk;	Climate change is categorised as an enterprise risk. Enterprise risks are the risks which are significant to the business and monitored by the Executive and Board. Additionally, a climate change risks may be included in other business or operational risk registers, for example at an asset level, where they have a significant impact that needs to be monitored and managed.
iv)	How the entity manages climate-related risks;	Our approach to risk is aligned with the ISO 31000 standard, further information on how this standard is applied can be found in 'Our governance' section of the report.
v)	How the entity monitors climate-related risks; and	Climate related risks are monitored and reported to BARC quarterly through the tracking of 5 key reporting indicators mentioned above.
vi)	Whether and how the entity has changed the processes it uses compared with the previous reporting period;	Airservices has collated our climate change risk data and established processes for collection. This is the key change for this reporting period.

Criteria #	Criteria summary	Climate-related target
R1 b)	The processes the entity uses to identify, assess, prioritise, manage and monitor climate-related opportunities; and	The initial climate change risk assessment undertaken as outlines in S3(a)(i) did not focus on opportunity identification. Analysis of asset data as part of the subsequent BIA and further analysis of our emissions identified opportunities for implementing local renewable energy at our CMATS facilities in Brisbane and Melbourne as key opportunities for significantly decarbonising our business and achieving our 43% reduction target. Airservices will develop a process for identifying, assessing, prioritising, managing and monitoring climate-related opportunities in the next reporting period.
R1 c)	The extent to which, and how, the processes for identifying, assessing, prioritising, managing and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	The identification, assessment, prioritisation, managing and monitoring climate change risk is aligned to our enterprise-wide risk processes as described in 'Our governance' section of the report.
R2	**Identifying the processes and related policies the entity uses to achieve the objective in R1:**	
R2 a)	The entity may reference The Australian Government's Approach to Climate Change risk and Opportunity Management in the Public Sector 2024–2026 and describe whether and how it implements the processes outlined in the climate change risk and Opportunity Management Program.	Airservices applies the ISO 31000 risk management process to systematically identify, measure, and manage risk. Risk identification, assessment, prioritisation and management is covered in the Risk Management Standard and is applicable to climate change risks. Our approach to risk and implementation of the Commonwealth Risk Management Policy is outlined in the 'Our governance' section of the report.

Metrics and Targets

The following table summarises our response to criteria M1(c), M3, M5, M6, M8 and M9 in accordance with the **Year 1 Commonwealth Climate Disclosure Reporting Requirements** for the 2024–25 reporting period.

Airservices climate-related targets

Criteria #	Criteria summary	Climate-related target
M0	**The objective of climate-related disclosures on metrics and targets is to enable annual report users to understand an entity's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law, regulation or policy. This includes the targets set in Australia's Nationally Determined Contribution under the Paris Agreement, such as the APS Net Zero by 2030 target.**	
M1	**To achieve the objective in paragraph M0, an entity shall disclose:**	
M1 b)	Information relevant to greenhouse gases (see paragraph M3); and	Achieved through M3. See climate-related metrics section M3a) for details.
M1 c)	Targets set by the entity, and any targets it is required to meet by law, regulation or policy, to mitigate or adapt to climate-related risks or take advantage of climate-related opportunities, including metrics used by the accountable authority or management to measure progress towards these targets (see paragraphs M5–9); i) this includes (but is not limited to) the APS Net Zero by 2030 target, where applicable.	Airservices **Environmental Sustainability Strategy 2024–2030** details our climate related targets. Our climate-related targets are: • Reduction of 145,000 tonnes of Carbon Dioxide (CO_2) emissions per annum within the Australian Flight Information Regions from 2030 onwards. • Achieve a scope 1 and 2 emissions reduction of 43% by 2030, which equates to 16,863 tCO_2e on our baseline value of 29,585 tCO_2e.

Criteria #	Criteria summary	Climate-related target
Climate-related metrics		
M3	**An entity shall disclose information relevant to greenhouse gases following the APS Net Zero Emissions Reporting Framework. An entity shall:**	
M3 a)	Disclose its gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO_2 equivalent, classified as: i) scope 1 greenhouse gas emissions; ii) scope 2 greenhouse gas emissions; and iii) scope 3 greenhouse gas emissions, for select scope 3 greenhouse gas emissions as per the APS Net Zero Emissions Reporting Framework;	Greenhouse gas emissions reporting is as per the Climate Action In Government Operations (CAIGO) APS Net Zero Emissions Reporting Framework. See tables 23 and 24 in the 'Environmental performance' section of this report for details.
M3 b)	Disclose the approach, inputs, assumptions and methodologies set out in the APS Net Zero Emissions Reporting Framework that are used to measure its greenhouse gas emissions, including any changes from the previous reporting period;	Greenhouse gas emissions have been calculated in line with the Australian Public Service Emissions Reporting Framework, consistent with the whole of Australian Government approach Outlined in the Net Zero Government Operations Strategy, and Commonwealth Climate Disclosure requirements.
M3 e)	For scope 2 and scope 3 greenhouse gas emissions disclosed in accordance with paragraph M3(a)(ii) and (a)(iii), include its location-based and market-based scope 2 and scope 3 greenhouse gas emissions for its electricity-related greenhouse gas emissions, and provide information about any contractual instruments that is necessary to inform users' understanding of the entity's market-based scope 2 and scope 3 greenhouse gas emissions; and	Greenhouse gas emissions have been calculated in line with the Australian Public Service Emissions Reporting Framework, consistent with the whole of Australian Government approach outlined in the Net Zero Government Operations Strategy, and Commonwealth climate disclosure requirements.
M3 f)	For scope 3 greenhouse gas emissions disclosed in accordance with paragraph M3(a)(iii), and with reference to the APS Net Zero Emissions Reporting Framework, disclose: i) the categories included within the entity's measure of scope 3 greenhouse gas emissions.	Greenhouse gas emissions have been calculated in line with the Australian Public Service Emissions Reporting Framework, consistent with the whole of Australian Government approach outlined in the Net Zero Government Operations Strategy, and Commonwealth climate disclosure requirements.
Climate-related targets		
M5	**An entity shall disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law, regulation or policy, including any greenhouse gas emissions targets. This includes (but is not limited to) the APS Net Zero by 2030 target, where applicable. For each target, the entity shall disclose:**	
M5 a)	The metric used to set the target.	The metric used to set our climate-related targets is tonnes CO_2e.
M5 b)	The objective of the target.	The objective of our targets is to reduce greenhouse gas emissions to mitigate impacts associated with climate change. *Reduction of 145,000 tonnes of Carbon Dioxide equivalent (tCO_2e) emissions per annum within the Australian Flight Information Regions by 2030.* We acknowledge our role as a key player in the aviation ecosystem, we recognise the significant risks climate change poses to the environment, communities, and human health. Increased weather volatility affects various aspects of our operations, including scheduling, flight planning, connectivity, safety, and trajectory optimisation. *Achieve a reduction in scope 1 and 2 emissions of 43% by 2030, which equates to 16,863 tCO_2e on our baseline of 29,585 tCO_2e.* To build climate resilience into our infrastructure and operations, we prioritise efficient management of energy, water, land, materials, and waste.

Criteria #	Criteria summary	Climate-related target
M5 c)	The part of the entity to which the target applies e.g. entity in its entirety or only a part of the entity, such as a specific divisional unit or geographical region.	The target applies to all of our entity's operations within Australia.
M5 d)	The period over which the target applies.	The timeframe for achieving the target is from 2024 to 2030.
M5 e)	The base period from which progress is measured.	The initial baseline is our baseline year is an average of financial years 2020–21, 2021–22 and 2022–23 to account for fluctuations in our business as a result of the global impact on Aviation cause by the COVID-19 pandemic.
M5 f)	Any milestones and interim targets.	Airservices emissions baseline is an average of financial years 2020–21, 2021–22 and 2022–23 to account for fluctuations in our business as a result of the global impact on aviation cause by the COVID-19 pandemic. Airservices has published an interim target in our 2025–26 Corporate Plan of: • Reduce emissions to 28,000 tCO_2e by 30 June 2026. This applies to our "*Achieve a reduction in scope 1 and 2 emissions of 43% by 2030, which equates to 16,863 tCO_2e on our baseline of 29,585 tCO_2e*" target only.
M5 g)	If the target is quantitative, whether it is an absolute target or an intensity target.	The target is an absolute target.
M5 h)	How the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.	The target has been informed by *Commonwealth Climate Change Act 2022* and Australia's Nationally Determined Contribution commitment under the Paris Agreement.
M6	**An entity shall disclose information about its approach to setting and reviewing each target identified in paragraph M5, and how it monitors progress against each target, including:**	
M6 a)	Whether the target and the methodology for setting the target has been validated by a third party.	The target and methodology has been validated by a third party in October 2024.
M6 b)	The entity's processes for reviewing the target.	The target will be reviewed every 5 years, the current target will be reviewed in 2030.
M6 c)	The metrics used to monitor progress towards reaching the target.	Metrics used to monitor performance for entities are as follows: • Aircraft emissions reductions are modelled using measured track miles and corresponding estimated fuel use from initiatives such as user preferred routes and predictable sequencing. This is then subtracted from the standard route to identify the modelled fuel savings from the initiative. These fuel savings are recorded and converted to carbon emissions (Jet-A1 (kgs) x emissions factor (3.16 kg CO_2e) monthly, enabling modelling of estimated avoided emissions: – Assumptions on Aircraft fuel use are modelled using the Eurocontrol Base of Aircraft Data model. • Corporate energy and emissions are calculated based on invoiced energy unit data (i.e. Litres of Diesel, kWh of electricity) calculated as unit emission per tCO_2e p.a. as per the APS Net Zero Emissions Reporting Framework.

Criteria #	Criteria summary	Climate-related target
M6 d)	Any revisions to the target and an explanation for those revisions.	During the 2024–25 reporting period there were the following changes to our target: • Change from: 10% reduction in our total environmental footprint by 2026. • Change to: – Reduction of 145,000 tonnes of Carbon Dioxide equivalent (tCO_2e) emissions per annum within the Australian flight information regions by 2030. – Achieve a reduction in scope 1 and 2 emissions of 43% by 2030, which equates to 16,863 tCO_2e on our baseline of 29,585 tCO_2e. These changes were made to reflect Australia's commitments under the Paris Agreement and the *Climate Change Act 2022*.
M8	**For each greenhouse gas emissions target disclosed in accordance with paragraphs M5–7, an entity shall disclose:**	
M8 a)	Which greenhouse gases are covered by the target.	The following greenhouse gas emissions are included in the target: carbon dioxide (CO_2); methane (CH_4); nitrous oxide (N_2O); hydrofluorocarbons (HFC); perfluorocarbons (PFC); sulphur hexafluoride (SF_6); and nitrogen trifluoride (N_3).
M8 b)	Whether scope 1, scope 2 or scope 3 greenhouse gas emissions are covered by the target.	The target applies to scope 1 and scope 2 emissions.
M8 c)	Whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target.	The target is a net greenhouse gas emissions target.
M8 d)	Whether the target was derived using a sectoral decarbonisation approach.	Airservices Net Zero by 2050 target was derived using a sectoral decarbonisation approach including the International Civil Aviation Organisation (ICAO) Assembly adoption of a global long-term aspirational goal (LTAG) for international aviation of net zero carbon emissions by 2050 in support of the United Nations Framework Convention on Climate Change (UNFCCC) Paris Agreement temperature goal.
M9	**In preparing disclosures to meet the requirements in paragraphs M5–8, an entity that has adopted the APS Net Zero by 2030 target, either on a voluntary or mandatory basis, shall:**	
M9 a)	Disclose information on the APS Net Zero 2030 target (set out in the Net Zero in Government Operations Strategy), as well as any other obligatory or voluntary targets set out in the entity's Emissions Reduction Plan, including: i) the renewable energy targets of 80% by 2028 and 100% in 2030; and ii) the fleet target of 75% of new passenger vehicle orders to be low emission vehicles by 2025, with a preference for zero emission vehicles.	In line with the Net Zero in Government Operations Strategy, as a Corporate Commonwealth entity, within our 2024–30 Environmental Sustainability Strategy, Airservices has declared emissions targets of : • Achieve a reduction in scope 1 and 2 emissions of 43% by 2030, which equates to 16,863 of Carbon Dioxide equivalent (tCO_2e) on our baseline of 29,585 tCO_2e. • Achieve net zero for our operations by 2050.

Appendix D: Compliance index

The annual report has been prepared in accordance with section 46 of the *Public, Governance, Performance and Accountability Act 2013* (PGPA) the Public, Governance, Performance and Accountability Rule 2014 and subsequent amendments, including the Public, Governance, Performance and Accountability Amendment (Annual Reporting) Rule 2019. These requirements were approved on behalf of Parliament by the Joint Committee of Public Accounts and Audit on 4 April 2019.

PGPA Rule Reference	Part of Report	Description	Requirement
17BE	**Contents of annual report**		
17BE(a)	Our purpose	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	Our purpose	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	About us Our purpose	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	Letter of Transmittal	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	Ministerial expectations	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	Not applicable – no government policy orders applied during 2024–25	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(f)	Not applicable	Particulars of non-compliance with: a. a direction given to the entity by the Minister under an Act or instrument during the reporting period; or b. a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act.	If applicable, mandatory
17BE(g)	Annual performance statement	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	Not applicable, no reported issues to the minister	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance	If applicable, mandatory
17BE(j)	Our Board	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	Our business structure	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE(ka)	Equal Employment Opportunity Report	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: a. statistics on full-time employees; b. statistics on part-time employees; c. statistics on gender; d. statistics on staff location.	Mandatory
17BE(l)	About us	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	Governance and accountability	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17BE(n), 17BE(o)	Transactions with Related Parties	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than $10,000 (inclusive of GST): a. the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and b. the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions.	If applicable, mandatory
17BE(p)	Our performance – factors influencing performance	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	Not applicable, no judicial or administrative tribunal decisions of significant effect. See Transparency performance	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory
17BE(r)	Transparency performance	Particulars of any reports on the entity given by: a. the Auditor-General (other than a report under section 43 of the Act); or b. a Parliamentary Committee; or c. the Commonwealth Ombudsman; or d. the Office of the Australian Information Commissioner.	If applicable, mandatory
17BE(s)	Not applicable, no subsidiaries	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory
17BE(t)	Directors' and Officers' indemnities and insurance	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory
17BE(taa)	Board Committees	The following information about the audit committee for the entity: a. a direct electronic address of the charter determining the functions of the audit committee; b. the name of each member of the audit committee; c. the qualifications, knowledge, skills or experience of each member of the audit committee; d. information about each member's attendance at meetings of the audit committee; e. the remuneration of each member of the audit committee.	Mandatory
17BE(ta)	Remuneration Report 2024-25	Information about executive remuneration	Mandatory

Additional statutory requirements

Statutory reference	Part of report	Description
Environment Protection and Biodiversity Conservation Act 1999 (section 516A)	Environmental management and performance	Environmentally sustainable development and environmental performance update
Work Health and Safety Act 2011 (Schedule 2, Part 4)	Work health and safety performance	Health and safety outcomes achieved as a result of our initiatives
Equal Employment Opportunity Act (Commonwealth Authorities) Act 1987 (section 9)	Our equity and diversity approach	A program report with detailed analysis of the action taken to promote equal employment opportunities
Air Services Act 1995 (section 16)	Appendix A: Ministerial expectations	Ministerial directions that remain current
Air Services Act 1995 (section 17)	Appendix A: Our statement of intent 2023–25	Notices given to Airservices under subsection (1) for the period
Air Services Act 1995 (section 18)	Not applicable, no directions issued	Supply of information to Minister's nominee regarding supplying a specified nominee with information
Air Services Act 1995 (section 51)	Not applicable, no adverse effects of non-commercial commitments	Adverse effect of non-commercial commitments
Modern Slavery Act 2018	Not applicable, Airservices reports on the risks and actions in our modern slavery statement	Risks of modern slavery in our operations and supply chains and actions to address those risks
Workplace Gender Equality Act 2012	Our Equity and Diversity Approach and our report to the Workplace Gender Equity Agency	Report containing gender equality indicators
Electoral Act 1918 (section 311A(1))	Not applicable, Airservices is not a Commonwealth Department or an Agency under the Public Service Act	Details of the amounts paid to advertising, marketing, polling, direct mail and media organisations

Appendix E: Glossary and acronyms

Acronym	Glossary term	Definition
A2E	Ability to Execute	A suite of programs designed to build individual capabilities to drive and sustain transformational change at scale.
AAA	Automated airspace authorisations	A system that automates the approval process for drone operations in controlled airspace.
ACCC	Australian Competition and Consumer Commission	The national regulator responsible for enforcing competition and consumer protection laws in Australia.
A-CDM	Airport collaborative decision-making	A new way of working to improve the efficiency of airport operations and air traffic predictability through real-time data sharing between all airport stakeholders via a single information platform.
ACMA	Australian Communications and Media Authority	Australia's communications and media regulator. **acma.gov.au/who-we-are**
AI	Artificial intelligence	The theory and development of computer systems able to perform tasks normally requiring human intelligence, such as visual perception, speech recognition, decision-making, and translation between languages.
AIM	Aeronautical information management	The dynamic, integrated management of aeronautical information services through the provision and exchange of quality-assured digital aeronautical data, in collaboration with all parties.
ANO	Aircraft Noise Ombudsman	An independent body that reviews and investigates complaints about aircraft noise and related handling by Airservices Australia.
ANSP	Air navigation service provider	An organisation responsible for managing and providing air traffic services to ensure safe and efficient airspace use.
APS	Australian Public Service	The federal civil service of the Commonwealth of Australia responsible for the public administration, public policy, and public services of the departments and executive and statutory agencies of the Government of Australia.
ARFF	Aviation rescue fire fighting	A specialised emergency service responsible for responding to aircraft-related incidents and fires at airports.
ATC	Air traffic control	A service that manages aircraft movements on the ground and in the air to ensure safe and orderly flow of air traffic.
ATFM	Air traffic flow management	A service provided by Airservices Australia aimed at achieving a balance between forecast air traffic capacity and actual air traffic demand.
ATM	Air traffic management	The dynamic, integrated management of air traffic and airspace including air traffic services, airspace management and air traffic flow management – safely, economically and efficiently – through the provision of facilities and seamless services in collaboration with all parties and involving airborne and ground-based functions. (Source: ICAO Doc 4444 PANS-ATM)
ATRP	Aerodrome technology replacement program	A program aimed at upgrading and replacing outdated technologies at aerodromes to enhance safety and efficiency.
BARC	Board Audit and Risk Committee	See 'Board committees' under Governance and Accountability section of this report.
BIA	Business Impact Analysis	Identifies critical business functions and evaluates the impact of potential risks.
BSUS	Board Sustainability Committee	See 'Board committees' under Governance and Accountability section of this report.
CANSO	Civil Air Navigation Services Organisation	CANSO is the global voice of the air traffic management industry. **canso.org/about-us/about-canso**

Acronym	Glossary term	Definition
CASA	Civil Aviation Safety Authority	Government body that ensures the safety of aviation in Australia. **casa.gov.au/about-us/who-we-are**
CCRA	Climate change risk assessment	The process of identifying and evaluating potential threats from climate change to inform decisions and reduce harm.
CDOC	Cyber defence operations centre	A centralised unit provides advanced threat detection, real-time monitoring and proactive incident response.
CEO	Chief Executive Officer	The highest-ranking executive in a company, responsible for setting its overall strategic direction, managing operations and resources, and overseeing the executive team.
CES	Community Engagement Standard	A framework for how organisations engage with communities to ensure transparency, responsiveness, and mutual understanding.
CMATS	Civil military air traffic management system	CMATS replaces the separate systems currently used by both civilian and military operations and will enable Airservices to maintain safety, while also making operations run more smoothly.
CPI	Consumer price index	A measure that examines the average change over time in the prices paid by consumers for goods and services.
CROMP	Climate Change Risk and Opportunity Management Program	An Australian Government initiative, designed to build the capability of the Australian Public Service to identify, manage, and report on climate-related risks and opportunities across Commonwealth entities.
DAS	Digital aerodrome services	DAS is a system that uses cameras and sensors to replace traditional physical air traffic control towers, enabling remote air traffic management using a visual reproduction system.
DFAT	Department of Foreign Affairs and Trade	The Australian government department responsible for foreign policy, trade, and international relations. **dfat.gov.au/about-us**
EB&Co.	Elizabeth Broderick & Co.	A consultancy firm specialising in gender equality, diversity, and inclusion strategies.
EBIT	Earnings before interest and tax	A financial metric that shows a company's profitability before deducting interest and taxes.
EIS	Environmental Impact Statement	A document that outlines the potential environmental effects of a proposed project or development.
ELT	Executive Leadership Team	A group of senior executives responsible for setting strategic direction and making high-level decisions for an organisation.
ENMP	Enterprise Network Modernisation Program	ENMP will provide greater network bandwidth, security, and resilience, enabling the introduction of new features and functionality, and a platform for future services.
ENSO	El Niño-Southern Oscillation	A natural climate cycle that involves fluctuations in sea surface temperatures and winds across the equatorial Pacific Ocean, causing large-scale changes in weather patterns worldwide.
ESG	Environment, social and governance	A set of standards for a company's operations that socially conscious investors use to screen potential investments.
EVT	Emergency vehicle technician	A specialist responsible for maintaining and repairing emergency response vehicles.
FIMS	Flight information management system	FIMS will form the basis of an enhanced air traffic system that will enable Airservices to share flight information between air traffic control, traditional aircraft, and new airspace users – ensuring crewed and uncrewed flights can operate safely together in Australian airspace.

Acronym	Glossary term	Definition
FTE	Full-time equivalent	A unit that measures an employee's workload by comparing it to a full-time schedule, typically used to standardise staffing levels.
FUA	Flexible use of airspace	An airspace management concept where airspace is not permanently designated as either civil or military, but rather used flexibly on a day-to-day basis based on user needs.
GDP	Ground Delay Program	A traffic management initiative where aircrafts are delayed at their departure airport in order to reconcile demand with capacity at their arrival.
GHG	Greenhouse gas	A gas in the atmosphere that traps heat, helping to keep the earth warm.
HRET	High-reach extendable turrets	Firefighting equipment mounted on vehicles that allows elevated water or foam discharge for aircraft rescue.
IATA	International Air Transport Association	A global trade association for airlines, promoting safe, reliable, and economical air travel. **iata.org/en/about/**
ICAO	International Civil Aviation Organization	A UN agency that sets international standards and regulations for aviation safety, security, and efficiency. **icao.int/about-icao**
ILS	Instrument landing system	A precision radio navigation system that provides both horizontal and vertical guidance to aircraft during approach and landing.
ITSAP	Indonesian Transport Safety Assistance Package	An Australian initiative to support transport safety improvements in Indonesia.
KPI	Key performance indicator	A measurable value that indicates how effectively an organisation is achieving key objectives.
L&D	Learning and development	Organisational activities aimed at improving employee skills, knowledge, and performance.
LARA	Local and sub-regional airspace management support system	A system that supports and enhances the airspace management process according to advance flexible use of airspace principles.
LTAG	Long-term aspirational goal	A non-binding target for achieving net-zero carbon emissions from international aviation by 2050, as adopted by the International Civil Aviation Organization (ICAO) Assembly in 2022.
LTIFR	Lost time injury frequency rate	A safety metric that measures the number of lost time injuries per million hours worked.
LTPA	Long-term pricing agreement	A five-year regulatory pricing agreement that proposes Airservices' prices for its enroute, Terminal Navigation and Aviation Rescue and Fire Fighting (ARFF) service lines.
MDP	Major development plan	A formal plan outlining significant airport development proposals and their expected impacts.
MLAT	Multilateration	A navigation tool which uses a single mobile receiver to measure the signals transmitted from a number of sites at fixed, known positions.
MNGM	Mercer National General Market	A benchmark dataset used by Mercer to establish broad salary and benefits remuneration ranges for the Australian workforce.
MoU	Memorandum of Understanding	A non-binding agreement between parties outlining mutual intentions and responsibilities.
NAMO	National airspace management office	A collaborative civil and joint-military capability providing a Flexible Use of Airspace (FUA) management service to Australian airspace users.
NAP	Noise abatement procedure	Operational procedures designed to minimise aircraft noise impact on surrounding communities.

Acronym	Glossary term	Definition
NAS	National airways system	The system of airspace, air navigation facilities, equipment and services that support civil aviation in Australia.
NCC	Network coordination centre	A central hub that manages and coordinates the national air traffic network to optimise flow and safety.
NCIS	Noise complaints and information service	A service that handles public complaints and inquiries related to aircraft noise.
NOMC	National operations management centre	NOMC is the centralised command and control hub for the ATM environment and will be responsible for the development and maintenance of the Network Operations Plan.
NOS	National Operating Standard	A formal Airservices' standard that outlines environmental assessment and stakeholder engagement requirements for changes to aircraft operations.
NOSS	Normal operations safety survey	A methodology for collecting safety data during routine air traffic control (ATC) operations, which Airservices uses to ensure safe and efficient air traffic management within the Australian Flight Information Region.
NPAT	Net profit after tax	A financial metric representing a company's total earnings after all expenses and taxes have been deducted.
NSPL	NiuSky Pacific Limited	A regional air navigation service provider operating in Papua New Guinea.
OEMP	Operational environment management plan	A site-specific plan that outlines environmental responsibilities, risks, and mitigation measures to ensure compliance and sustainability in Airservices operations.
OHI	Organisational Health Index	A leading indicator that measures how effectively an organisation functions across key dimensions that drive performance and long-term success.
PBN	Performance-based navigation	PBN is an international standard for aircraft navigation that relies on aircraft performance and onboard systems rather than solely on traditional ground-based navigation aids.
PCC	Pricing Consultative Committee	A group advises on pricing strategies to ensure they are fair, transparent, and aligned with policy or market goals.
PFAS	Per- and poly-fluoroalkyl substances	Chemicals used in fire fighting foams.
PGPA	Public Governance, Performance And Accountability	The framework governing the management of public resources in the Australian Government.
PNG	Papua New Guinea	A country in the southwestern Pacific, north of Australia.
POC	Project of concern	A designation for government projects experiencing significant issues requiring close monitoring and remediation.
RAS	Risk Appetite Statement	A formal declaration of the level and types of risk an organisation is willing to accept in pursuit of its objectives.
RCP	Representative Concentration Pathways	Climate change scenarios to project future greenhouse gas concentrations.
RFI	Request for information	A formal process used to gather information from suppliers or stakeholders before initiating procurement.
ROA	Return on assets	A financial ratio that indicates how profitable a company is relative to its total assets.
RPAS	Remotely Piloted Aircraft Systems	Aircraft systems operated remotely without a pilot onboard, commonly referred to as drones.
RPT	Regular Passenger Transport	Scheduled air services that carry passengers on a routine basis.

Acronym	Glossary term	Definition
SAF	Sustainable aviation fuels	A jet fuel made from renewable sources like used cooking oil, agricultural waste, or captured carbon and green hydrogen.
SMR	Surface movement radar	A radar system used to monitor aircraft and vehicle movements on airport surfaces.
SODPROPS	Simultaneous Opposite Direction Parallel Runway Operations	A runway operation method allowing aircraft to take off and land simultaneously in opposite directions on parallel runways.
SOE	Statement Of Expectations	A formal document outlining the government's expectations for a statutory authority's performance and conduct.
SSP	Shared Socio-Economic Pathways	Climate change scenarios of projected socioeconomic global changes.
TRIFR	Total recordable injury frequency rate	A safety metric that tracks all recordable injuries per million hours worked.
UAS	Uncrewed Aircraft System	A system comprising an uncrewed aircraft and its associated control and communication components.
ULFV	Ultra-large firefighting vehicle	A high-capacity vehicle designed for rapid response to large-scale aircraft fires.
UNFCCC	United Nations Framework Convention on Climate Change	An international treaty established to coordinate global efforts to combat climate change by stabilizing greenhouse gas concentrations and preventing dangerous human interference with the climate system.
UPR	User-Preferred Routes	Flexible flightpaths chosen based on real-time conditions to improve fuel efficiency, reduce emissions, and shorten travel time.
USS	UAS Service Suppliers	Suppliers that provide services to support the safe and efficient operation of uncrewed aircraft systems.
UTM	UAS Traffic Management	A system for managing drone traffic in low-altitude airspace to ensure safe integration with other airspace users.
WSI	Western Sydney International	A new international airport under development in Western Sydney, designed to support future aviation growth.


FIRE
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OVERSIZE

Airservices Australia
GPO Box 367
Canberra City ACT 2601

airservicesaustralia.com