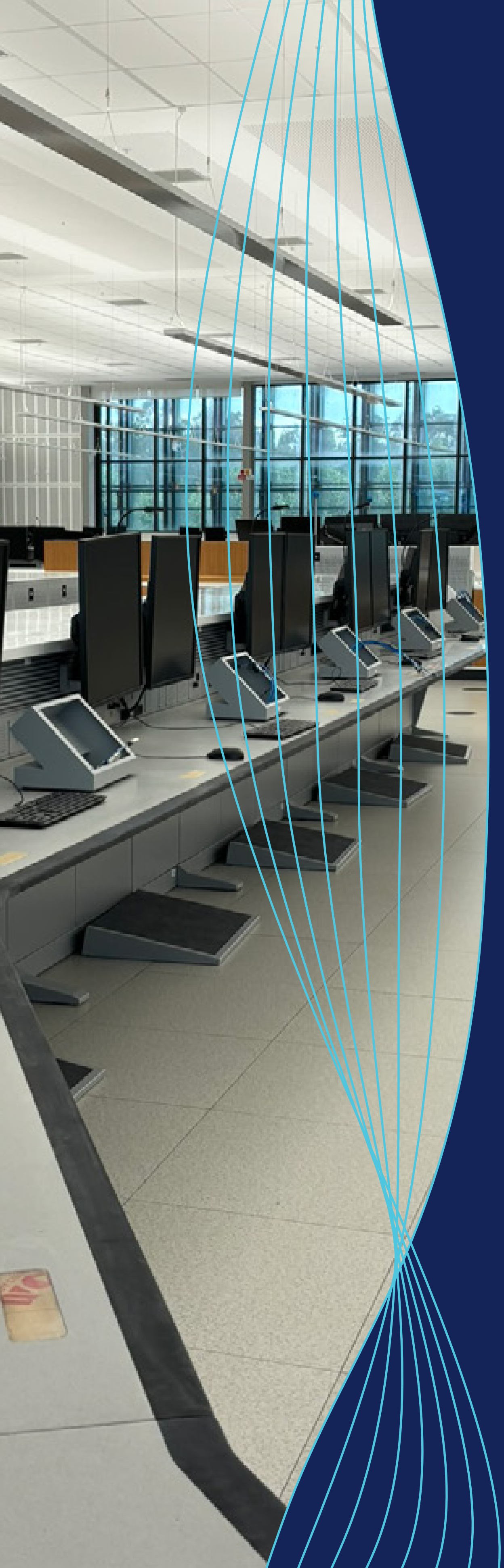
airservices australia

Corporate Plan

2026-27



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Contents

01 Overview

Airservices Australia 2026–27 Corporate Plan

Effective 1 July 2026 for the period of 5 financial years ending 30 June 2031.

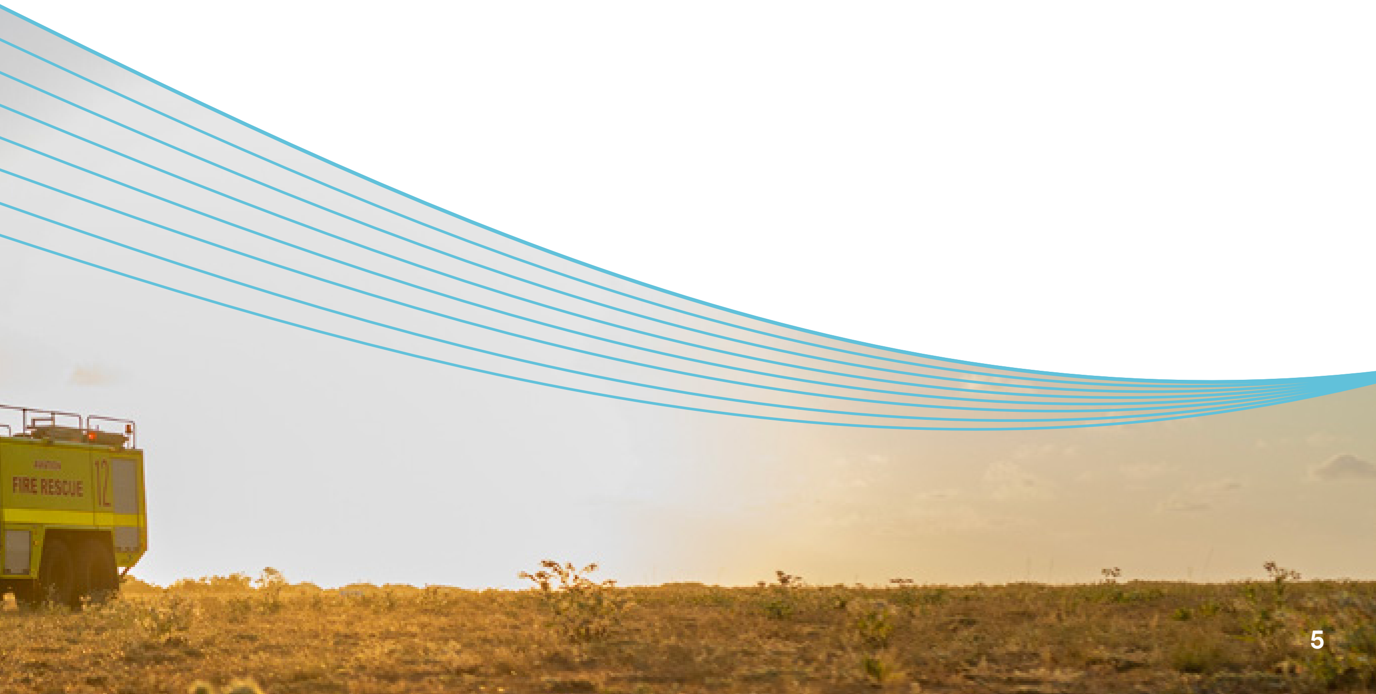
Statement of preparation and endorsement

I am pleased to present the Airservices Australia 2026–27 Corporate Plan, which covers the 5-year period from 1 July 2026 to 30 June 2031.

This Corporate Plan has been prepared in accordance with section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and section 13 of the *Air Services Act 1995*, and meets the requirements prescribed by the Public Governance, Performance and Accountability Rule 2014.

Anne T. Brown

Chair
Airservices Australia



02 About us

We are Australia's air traffic management and aviation rescue fire fighting provider operating at 31 air traffic control towers, 28 fire services and 4 air traffic services centres across Australia with more than 500 remote and regional sites. Our provision of both air traffic management and aviation fire rescue makes us unique globally.

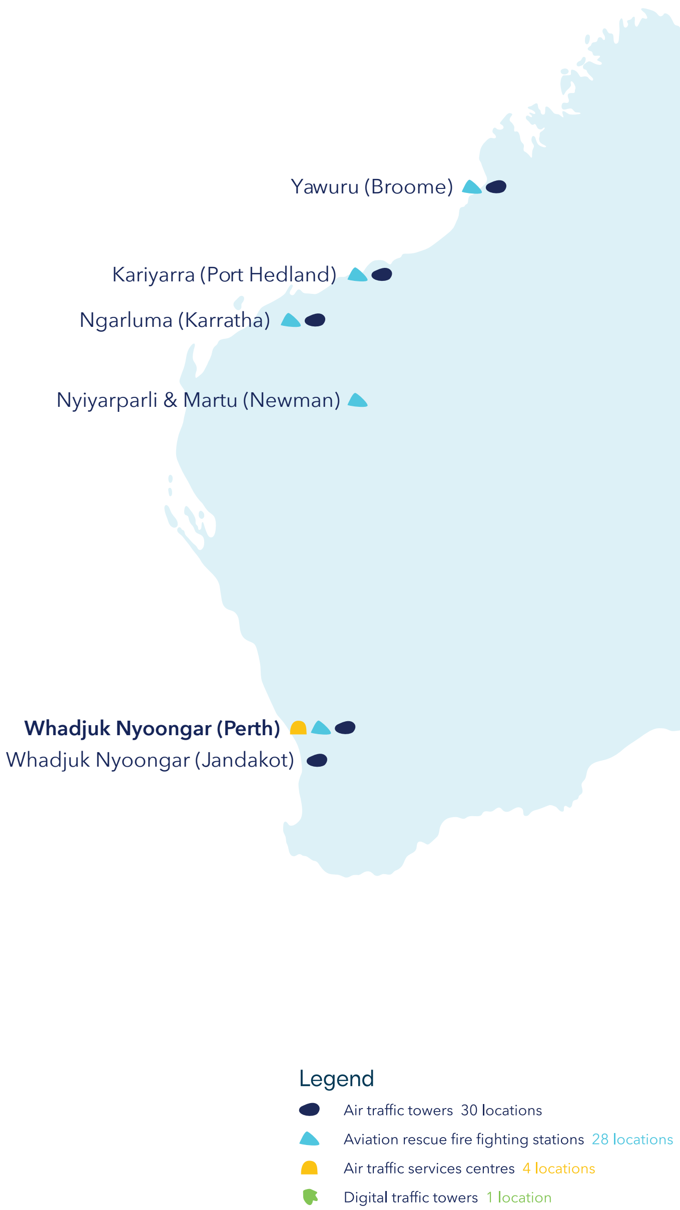
In our vital role we manage 11% of the world's airspace, including the upper airspace for Nauru and the Solomon Islands.

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 acknowledges the Traditional Owners and Custodians of Country throughout Australia and acknowledges their continuing connection to land, waters, skies, and community. We acknowledge the rich diversity of First Nations cultures and pay our respects to Aboriginal and Torres Strait Islander Elders and peoples past and present.

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

We are committed to reconciliation and envision a future where our organisation is enriched by collaboration, engagement and alignment with Aboriginal and Torres Strait Islander peoples and the First Nations communities we engage with across our vast national footprint.




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)
Dharug (Western Sydney)
Gadigal of Eora (Sydney)
Kaurna (Parafield)
Dharawal (Camden)
Dharug & Dharawal (Bankstown)
Kaurna (Adelaide)
Ngunnawal (Canberra)
Waveroo (Albury)
Wurundjeri Woi-wurrung (Essendon)
Wurundjeri Woi-wurrung (Melbourne)
Wadawurrung (Avalon)
Bunurong of Kulin (Moorabin)
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 target culture design

Our values

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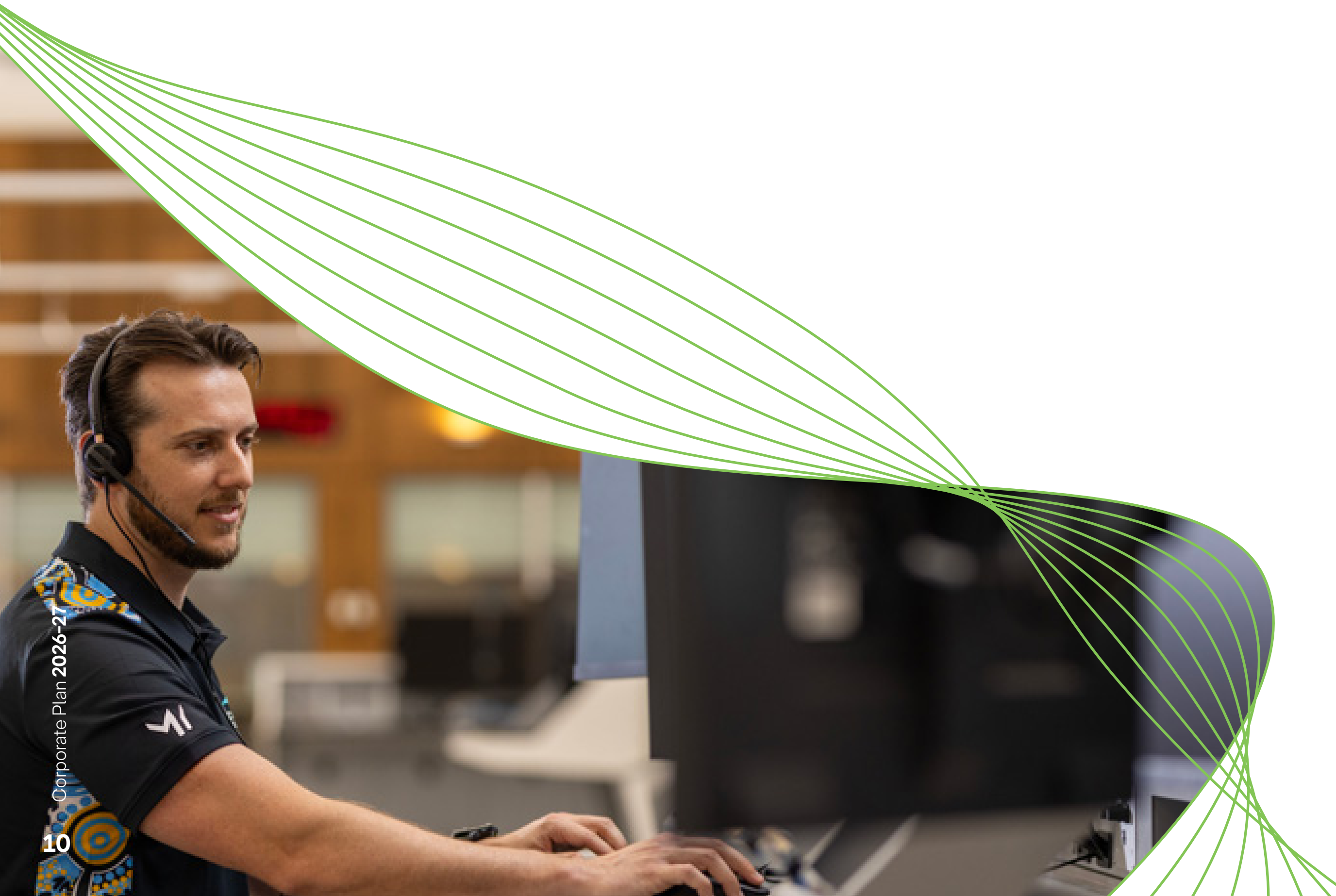
03 Our purpose

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.

Purposes	In accordance with the Act, our key purposes are to:	In fulfilling our purposes in accordance with the Act, we must:
P1	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.
P2	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).
P3	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 and partners

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 include:

Airspace operations:

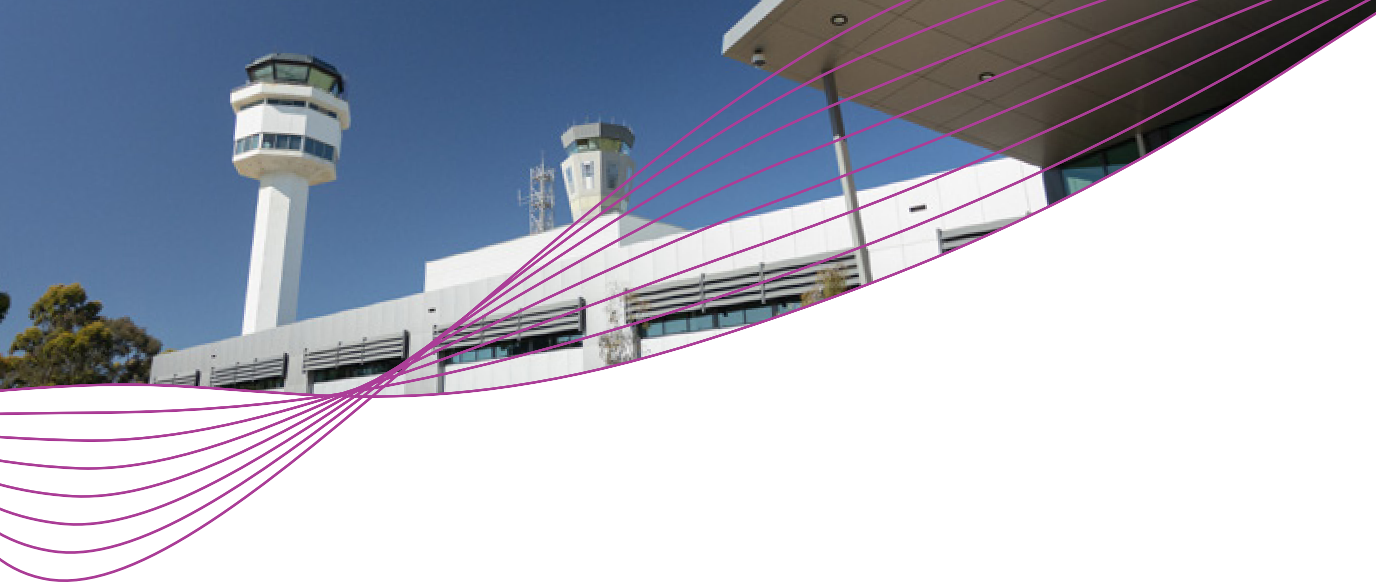
- commercial (international and domestic) airlines
- freight services
- general aviation operators
- medical and mercy operators
- sports and recreational aviation operators
- military operations
- uncrewed aircraft and air mobility operators.

Airport stakeholders:

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

Development activities at and around airports may have the potential to impact air safety and limit the scope of aviation operations at an airport. We work closely with industry to ensure developments do not penetrate protected airspace, interfere with critical communication, navigation and surveillance equipment or create other hazards.

Further details about the entities we closely cooperate with are included in the Cooperation section.



04 Operating context

The aviation sector contributes around 5% of Australia's gross domestic product (GDP) and around 6% of full-time equivalent jobs.[1]

Airservices Australia is the sole civil air navigation service provider and is a core part of Australia's critical national infrastructure, enabling the safe and efficient movement of people and goods across the country. Our services underpin the broader aviation network and support national productivity by reducing delays, increasing network reliability, and enabling airlines and airports to operate more predictable, efficient schedules.

To meet evolving regulatory and consumer expectations, we are prioritising the resilience and scalability of our service delivery. This focus is designed to ensure month-to-month service consistency, with a specific emphasis on mitigating disruptions during peak demand periods.

We closely monitor evolving geopolitical dynamics, including conflicts such as instability in the Middle East and their potential impact on aviation patterns, including routes, traffic volumes, passenger flows, and associated revenue. These dynamics can drive both immediate operational disruption and longer-term impacts through sustained changes in airline network design, cost structures and demand profiles, with flow-on effects for Australian aviation.

In addition, the sector continues to navigate residual post-COVID volatility, as capacity, supply chains and demand patterns stabilise unevenly across global markets. These combined factors introduce greater uncertainty and complexity into the operating environment, informing our forward planning and enabling Airservices to develop strategies that minimise operational and financial risks.

Microeconomic and macroeconomic environment

Market resilience and structural shifts

The aviation industry has transitioned from a phase of recovery into one of sustained expansion. Domestic and international traffic has surpassed pre-pandemic benchmarks, with growth in the coming years to be driven by an influx of next-generation, fuel-efficient airframes and the activation of secondary-hub routes. Residual volatility continues as airlines refine their networks for the resources sector and the structural shift towards increasing leisure and premium-leisure demand.

Strengthening the aviation value chain through collaborative digital ecosystems

The aviation value chain is moving towards a highly integrated, data-centric ecosystem. Airservices, along with airports and airlines, are working on operationalising the collaborative frameworks established by the 2024 Aviation White Paper, specifically through the seamless sharing of real-time network insights. By removing systemic silos and leveraging common-interest data, we are proactively addressing historical pain points to improve on-time performance and passenger outcomes.

[1]Taking Flight: The Economic and Social Contribution of Australia's Airport (Report, November 2023), p.2

Social environment

Unpredictable and evolving environment

The travelling public's expectations for seamless, on-time journeys has intensified as parts of the network reach record capacity. In this high-demand environment, our commitment to providing predictable and reliable air traffic management and aviation rescue and fire fighting (ARFF) services is a cornerstone of national network resilience. Rigorous service-level standards are expected by our Minister.

Increased community expectations

Community expectations for transparency and noise mitigation have transitioned into a proposed formal regulatory framework under the legislated Aviation Industry Ombudsman Scheme, in line with the 2024 Aviation White Paper. Our environmental imperative is balanced with our social licence to operate; the Aviation White Paper's transparency mandates flight path design that rigorously weighs community noise impacts against operational efficiency.

Technological factors

Navigating increased airspace complexity

We continue to see an increase in airspace complexity as traditional and emerging aircraft types operate alongside each other, increasing congestion. Innovative and expanding use of uncrewed aircraft systems (UAS) and the introduction of urban air mobility (air taxis) will be increasingly valued as economic and decarbonisation benefits are realised and road traffic congestion worsens. Government, regulators, air navigation service providers and industry need to collaborate and innovate to support pandemic recovery, maintain safety and ensure resilience.

Harnessing intelligent systems

Artificial intelligence (AI) and automation offer significant opportunities to enhance our enabling systems and drive business process re-engineering. As these technologies mature, AI is becoming increasingly useful for streamlining back-office functions; we will actively investigate specific functions and applications where it can improve efficiency and support enterprise decision-making. To remain future-ready, we are leveraging large-scale data sets, AI and predictive simulation to transition our network into an intelligent, data-centric ecosystem that enhances situational awareness, service resilience and financial stability. By leveraging data, we generate actionable insights to inform service planning and network operations. This approach ensures our technological investments deliver measurable value to the travelling public and the broader Australian economy.

Environmental factors

Accelerating decarbonisation and environmental stewardship

As the aviation sector accelerates its transition to net zero by 2050, our role has evolved from facilitation to active enablement of the industry's decarbonisation goals. We are directly supporting the sector's commitment to net zero by operationalising advanced airspace management tools, including the expansion of user preferred routing (UPR) and optimised descent profiles, which deliver immediate, quantifiable reductions in customer fuel burn and emissions. Our national aviation network also needs to be optimised for the high-efficiency requirements of sustainable aviation fuel (SAF) uptake over the coming years.

At the same time, the increasing frequency and severity of extreme weather events are already impacting aviation operations and infrastructure. Increasingly volatile conditions, including storms, heatwaves and flooding, are driving service disruptions, placing additional strain on network capacity and reducing operational predictability. These events also introduce rising costs associated with asset damage, accelerated asset degradation, resilience enhancements and continuity planning. In response, Airservices is strengthening its planning, testing and investment approach to ensure our infrastructure and operations remain robust under increasingly adverse conditions, while maintaining safe and reliable service delivery as climate impacts intensify over time.

> *Increasing volatile conditions, including storms, heatwaves and flooding, are driving service disruptions, placing additional strain on network capacity and reducing operational predictability.*

Traffic forecast

Airservices' operational environment is closely linked to changes in air traffic levels. Graph 1 presents historic and forecast traffic volumes for domestic and international routes.

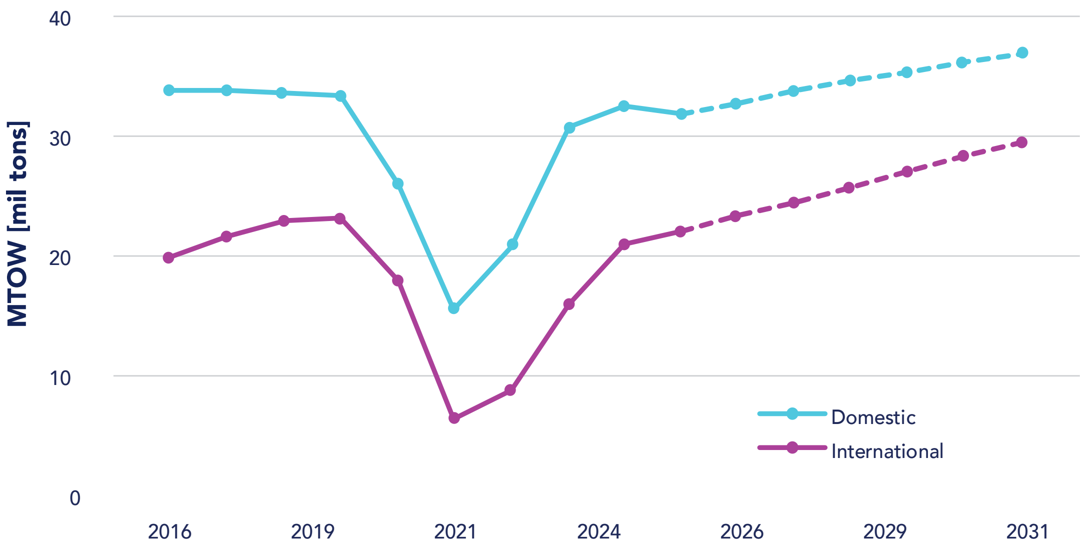
Following the disruption caused by the COVID pandemic, passenger volumes have now returned to pre-pandemic levels. Recent indicators, including official statistics on overseas travel and operational data from the aviation network, suggest that demand is expected to continue growing.

More recently, in December 2025, Airservices recorded its busiest Christmas travel period in 5 years. Industry forecasts indicate that passenger volumes could double by 2050, while air traffic managed by Airservices is forecast to increase by around 20% over the next 5 years.

This forecast is sensitive to macroeconomic, geopolitical, and external risk factors, which may either stimulate activity or materially constrain demand. Key drivers include fuel prices, GDP growth, exchange rate movements, geopolitical developments, health-related events, and changes to official travel advice. In particular, the conflict in the Middle East that commenced in March 2026 is expected to soften the outlook for FY2026-27. Given the impact of the conflict is uncertain at this stage, it has not been factored into the forecast.

Traffic volumes are measured as the aggregate maximum take-off weight (MTOW) of all aircraft landings at airports where Airservices operates a control tower or ARFF service. MTOW refers to an aircraft's certified maximum take-off weight, which is fixed by design and does not vary with operational factors such as fuel load or passenger numbers. Unlike simple flight counts, which do not account for aircraft size, MTOW correlates closely with seating capacity and cargo capability and is therefore widely used by airports and air navigation service providers to compare traffic levels and infrastructure demand.[2]

Graph 1: Traffic activity in Australia (FY2016 to FY2031)



Note: Activity from FY2026 onward is forecast (dashed line). The forecasts do not include the impact of the Middle East conflict.

[2]ICAO Manual on Air Navigation Services Economics (Doc 9161).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Capability

Our people are central to us delivering on our purpose to connect people with their world safely. With a diverse geographic footprint across city, remote and regional locations, we are committed to ensuring our workplaces are safe, inclusive and respectful.

Our people

We employ more than 3,800 people across Australia. As the civil air navigation service provider (ANSP) in Australia, we are home to air traffic controllers, aviation rescue fire fighters, engineers, technicians and trade specialists, as well as those working in enabling professions.

Air traffic controllers

Focused on safe, predictable, and efficient air traffic management. We ensure that all aircraft make it safely to their destination when operating into, around and out of Australian aerodromes and in Australian-administered airspace. This includes aeronautical information, radio navigation, and telecommunication services.

Aviation rescue fire fighters

Focused on providing aviation rescue fire fighting (ARFF) services. We are here to rescue people and property from an aircraft crash or fire, and from other fires and emergencies at major airports across the country.

Engineering, technical, and trade specialists

Focused on providing and maintaining air navigation technology and equipment critical to our aviation services at major and regional airports, aerodromes and airstrips. This workforce is critical in supporting new products, sites and services, through systems engineering, field technicians and network staff.

Enabling professionals

Focused on providing the infrastructure and services necessary for frontline teams to succeed. These teams build and sustain the broad capabilities needed for high performance, through engaging with stakeholders, designing flight paths, managing our workforce and facilities, establishing strategic suppliers, financial management, and delivering projects.

Workforce planning

The aviation industry is focusing on capacity management, in the context of record levels of demand. We continue to strengthen our workforce capability and resilience through targeted recruitment, effective planning, training innovation, and more efficient deployment of our people. We will progress new air traffic controllers and aviation fire fighters, while further optimising the availability and utilisation of our current workforce to ensure continuity of essential services.

Our workforce planning approach provides a forward-looking view of capability needs and is informed by refined operational forecasts, new services and emerging technological requirements. The roles underpinning our core services continue to demand skills in operational decision making, adherence to technical standards, effective critical incident response, and proficiency with specialised technologies and equipment.

More broadly, capabilities in science, technology, engineering and maths (STEM), systems engineering, cyber security, critical thinking and analysis have become even more important across the aviation sector and beyond, intensifying competition for skilled talent. In response, we have advanced our strategic workforce plan to more proactively cultivate the critical skills and roles required for our future operating environment through enhanced training pathways and targeted recruitment strategies.

Culture improvement

Our organisational culture is fundamental in enabling us to deliver our purpose and strategy. We are committed to delivering our culture improvement program, which provides a strategic framework and prioritised initiatives to support continuous progress towards our desired culture.

We will continue to implement the program with a focus on enhancing employee experience and addressing cultural challenges, while promoting a respectful, inclusive and psychologically safe workplace. This requires leaders who are accountable, inspire trust and can provide clarity to our people on their roles and responsibilities, thereby raising their ability to deliver on outcomes.

Diversity and inclusion

We are committed to fostering a workplace that is diverse, equitable and inclusive. Building a workforce that reflects the customers and communities we serve across Australia strengthens our capability and operational effectiveness. Our diversity, equity and inclusion approach focuses on attracting and retaining diverse talent, supported by inclusive leadership and everyday practices that enable all people to contribute at their best.

We are focusing on increasing the representation of women in our ARFF services (currently 5%) and broader operational workforce, as well as increasing the representation and experience of First Nations people. The focus on diversity in our pipeline of future talent will also help to increase the number of high calibre applicants who possess the abilities and attributes required for our highly skilled roles.

To this end, we are delivering on our Diversity, Equity and Inclusion Statement of Commitment, Gender Equality Action Plan and Innovate Reconciliation Action Plan. We are continuing to champion diversity, equity and inclusion through our internal networks. Investment in new technologies, equipment, facilities and rostering practices will improve our environment.

Key initiatives will include:

- growing and deepening strategic partnerships with educational institutions, industry bodies and regional communities
- refining our targeted sourcing strategy for regional roles
- building a pipeline of diverse future early careers talent and successors for critical roles.

Enhancing our employee value proposition

We continue to enhance our employee value proposition by recognising and nurturing the outstanding talent shaping our future, while fostering a supportive environment for our people and their families through our wellbeing and mental health programs. We are also providing increased clarity about how people's work contributes to our organisation's compelling purpose.

Work health and safety

We are committed to providing a safe, healthy and suitable workplace by embedding strategic and effective safety management, strengthening our critical risk controls, and proactively identifying and managing health and safety risks. We prioritise both the physical and psychological wellbeing of our people, supporting them to perform at their best. We continue to enhance our safety culture by focusing on evidence based, risk informed decision making underpinned by effective consultation, and the recording and tracking of serious harm events. Our goal is to prevent serious harm and ensure we have safe, resilient and healthy people who enable the safety of our skies in a high-performance workplace.

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 environmental, social and governance (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.

Environmental sustainability

Our approach to environmental sustainability is structured around 4 strategic pillars, each supported by clear ambitions, defined initiatives, and measurable targets:

- **aircraft emissions:** supporting the aviation industry's transition to net zero emissions by 2050
- **aircraft noise:** supporting the aviation industry's efforts in minimising the impact of noise on communities
- **ecological stewardship:** protecting the ecological sustainability of our operational environment by preserving biodiversity and preventing or minimising pollution
- **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.

Our commitment extends to the responsible management of the environmental impacts arising from historical aviation and fire fighting operations conducted at Airservices' sites by Airservices Australia and predecessor organisations, including the Commonwealth of Australia, prior to the establishment of Airservices Australia. These impacts include per- and poly-fluoroalkyl substances (PFAS) and other legacy contaminants.

More information on our environmental sustainability strategy: https://www.airservicesaustralia.com/wp-content/uploads/2025/01/Environmental-Sustainability-Strategy2024-2030.pdf

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. This is reflected within our Reconciliation Action Plan and Modern Slavery Statement.

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 communities and industry stakeholders to shape sustainable solutions to aircraft noise management.

Good governance

We have a robust corporate governance model that supports clear accountability, effective oversight and transparent decision making in line with our Act and the PGPA Act. Our governance arrangements are designed to adapt to the evolving obligations and expectations from our owner, our customers, and the community, with defined Board and Executive roles, delegations, and committees that guide strategic direction and organisational performance.

We uphold lawful, ethical, and responsible behaviour through clear conduct and integrity standards, supported by fraud and corruption controls consistent with section 10 of the PGPA Fraud Rule and a structured compliance approach that ensures we meet our legislative, regulatory, and safety obligations.

Service and enabling technology

We have significant technological capabilities and platforms that are required to provide our services and our business operations.

Service delivery

We are strengthening the delivery of safe, reliable and resilient services by modernising the technology that supports frontline operations and customer outcomes. These enhancements are improving service continuity, operational effectiveness and our ability to respond to aviation events, including:

- aviation rescue fire fighting systems that enhance situational awareness and response capability, supporting timely and effective incident management
- air traffic management system enhancements that improve controllers' situational awareness and operational efficiency, enabling more effective management of aerodromes and aircraft movements.

Digitalisation

We are executing a targeted service digitalisation agenda to strengthen aviation safety, improve network predictability and unlock enduring efficiency benefits for both Airservices and the broader Australian aviation system.

Our recently delivered and operational airport collaborative decision making (A-CDM) is enabling improved network predictability and more efficient management of aircraft movements through the collaborative use of accurate, real-time data. Benefits show improved departure sequencing stability, stronger target off block time (TOBT) discipline across major airports, enhanced situational awareness between airlines, airports and air traffic control, with measurable reductions in departure delays at key locations, demonstrating a shift from local optimisation to whole of network efficiency.

More information our other digitalisation investments can be found in the Capital Investments section.

Enabling business systems

We are executing a targeted uplift of business operations to reinforce enterprise resilience, optimise system performance and ensure our internal capabilities reliably enable safe, efficient and sustainable service delivery. Specifically, the Enterprise Network Modernisation Program strengthened the resilience and sustainability of Airservices' remote communications network by modernising critical infrastructure, reducing reliance on ageing technology, and improving service continuity in support of safe and reliable air navigation services.

Airservices continues to investigate cost-effective opportunities to enhance the use of existing AI tools within corporate functions.

Cyber

We continue to strengthen our cyber security posture in response to an increasingly complex and evolving threat environment. This includes uplifting cyber resilience across our people, systems and processes, and collaborating domestically with key Commonwealth agencies, the Australian aviation community and internationally with peer air navigation service providers to build a shared cyber community of practice, enhance collective threat awareness, and protect critical aviation infrastructure.

Risk

Key risks

We play an integral role in the Australian aviation industry and continue to operate in an evolving, dynamic and complex environment that is subject to inherent risks.

This environment creates both risk and opportunity for our business. In response, we continue to invest in our people, systems and assets to enable delivery of safe, efficient, reliable, and environmentally responsible services to the aviation industry and to the broader community.

We organise all of our risks, including our enteprise risks (i.e. material risks that could adversely affect our operations, performance or ability to achieve our strategic objectives), into risk categories. These categories, outlined below, group risks into themes aligned to our strategic objectives and material operational areas.

Our risks are mitigated through proactive identification and assessment, followed by the implementation and ongoing monitoring of effective controls.

We recognise that new and unknown external risks may emerge that are outside our direct control. We continually monitor the evolving risk landscape and use a range of measures to identify emerging risks early and manage them through appropriate mitigation strategies. Additionally, we continue to strengthen our resilience and response capability needed to adapt to unforeseen circumstances.

Risk category	Mitigation
Air navigation safety There is an inherent and enduring air navigation safety risk which must be managed in the end-to-end delivery of our regulated services. Failure to ensure safety of air navigation remains our most important consideration in the end-to-end delivery of our regulated service may lead to compromised margins of safety resulting in safety impacts.	We have a mature organisation-wide safety management system that is embedded into all aspects of our operations. This integrated safety management system provides the framework for systematic safety risk management in our ongoing operations and for any changes, ensuring that hazards associated with our operations are identified, assessed and controlled so that the level of operational risk remains acceptably safe and consistent with regulatory and international aviation safety expectations. Staff apply operations manuals (that align to CASA regulations) and supporting procedures to ensure operational decisions meet regulated service requirements and acceptably safe outcomes.
Service delivery In order to deliver on our purpose and meet commitments, we actively manage risks in relation to the quality of services we provide to enable delivery of predictable, efficient and reliable service levels that meet stakeholder expectations.	We continue to monitor and enhance our service level offering through both strategic and operational workforce planning and investments. Service performance metrics are closely tracked, monitored and regularly reported on, and inform workforce planning and rostering. Our workforce strategy and operational deployment processes enable a strong pipeline of skilled staff and the ability to respond to changing operational needs. We hold regular engagement sessions with customers and industry partners, that address demand, capacity and performance. To enhance visibility of network conditions, we publicly share performance information and operational insights on our website.

Risk category	Mitigation
People The competitive labour market for the specialist skills our business depends on requires us to carefully plan, engage, and support our people so we can build workforce resilience and continue to meet our current and future industrial and employee relations obligations. Managing safety, wellbeing, a respectful work environment and positive culture is essential to sustaining this capability and enabling us to meet service levels. See Our People for more information.	We have a range of strategies to manage the supply and availability of our operational workforce. Our workforce strategy and operational deployment processes ensure a strong pipeline of skilled staff. We continue to increase our team of air traffic controllers through a pipeline of new trainees and targeted international recruitment. We continue to build on leadership capabilities to enhance productivity and engagement, whilst building greater agility in how we plan for and respond to industrial and employee relations volatility. We are focused on embedding a culture of trust, care and accountability. We actively promote our employee networks and employee support services. Safe work practices are embedded across the organisation through our Safety Management System supported by training, monitoring and reporting as well as work, health and safety forums.
Noise, environment and climate change In order to meet our commitment to minimising the environmental and community impacts of aircraft operations, we manage a broad range of environmental risks. These include minimising the impacts of aircraft noise on our community.	Our Community Engagement Standard outlines the process for the aviation industry Airservices to consult with communities in a timely and appropriate manner in relation to the impacts of aircraft noise. Transparent reporting on compliance with Noise Abatement Procedures is now available on our website for all major Australian airports. We continue to work closely with our stakeholders to ensure alignment on strategies for the responsible identification and management of major contaminants, including airborne contaminants and PFAS. We submitted our first Commonwealth Climate Disclosure in 2025, outlining our progress on addressing transitional and physical climate risks, and we continue to target net zero in 2050, in line with Australian Government targets.
Financial outcomes The ability to secure and manage our financing and debt arrangements is critical to the achievement of long-term objectives. Constraints around our revenue and pricing model, and our heavy reliance on external factors beyond our control (such as traffic volumes) presents risks to achieving the financing we need and our commitment to financial sustainability.	Our commitment to financial sustainability has been constrained by a lack of pricing growth in line with inflation, increased requirements for infrastructure investment, and accumulated losses. This has significantly impacted our profitability, and constrained our ability to fund our operations. We are actively pursuing opportunities to increase revenue under a Long-Term Pricing Agreement (LTPA) through consultation with the ACCC and customers. See Financial outlook for more information.

Risk category	Mitigation
Technology and cyber We operate in an evolving security environment and are exposed to a range of security risks including cyber, information, personnel and physical security that could compromise safety, disrupt our services, and impact operational resilience. These risks are further influenced by ageing technology.	We continue to strengthen our protective security posture so that our controls remain effective as the threat landscape evolves. We continuously and actively monitor systems and cyber threats through our integrated service operations centres. Our cyber Secure-by-Design principles guide how we embed appropriate security measures across our technology environment, supported by active threat monitoring, detection capabilities, and tested response plans. Staff training and awareness programs further enhance our ability to identify and respond to emerging risks. We maintain and assure a security program with physical, personnel and cyber security controls in place. We also continue to invest in modernising our technology and networks through our strategic programs such as Enterprise Network Modernisation Program and OneSKY, ensuring we have the resilient systems needed to support future service delivery. Business continuity and system recovery plans are in place and tested annually.
Built environment and fleet As the aviation industry grows and our operational and customer needs evolve, we need to develop and maintain more contemporary, reliable and resilient assets, fleet, and facilities to support service delivery and a scalable, sustainable aviation ecosystem.	We support the reliability and operability of our assets through a structured approach to asset management and organisational preparedness. Our strategic asset management plans guide long-term sustainment and improvement activities. Regular maintenance is prioritised based on asset criticality and the potential impact on service delivery, ensuring resources are directed where they are needed most. Additionally, we continue to invest in assets for the future such as the ARFF NexGen Program.
Stakeholders As a Corporate Commonwealth Entity that plays an integral role in the Australian and international aviation industry, we must continue to cooperate and collaborate with our key stakeholders and manage their expectations. More information on our key stakeholders can be found in Cooperation.	We proactively engage with stakeholders through a multitude of industry forums including conferences, industry roundtables, structured committees and working groups, and regular bilateral engagements. We also provide regular and transparent reporting to relevant government departments and publicly on our website, ensuring stakeholders have clear and timely information to support oversight and informed decision-making.
Legal and compliance We operate in a highly regulated environment and recognise that failing to meet our regulatory and legal obligations could adversely impact safety and our operations.	We manage our legal and compliance obligations through a structured compliance framework which supports monitoring adherence to legislative and regulatory requirements. We engage regularly with our regulators and remain informed of changes to legislation.

Risk category	Mitigation
Strategic investments and programs As we continue to deliver strategic investments, service level upgrades, and modernisation and digitalisation programs, maintaining the agility, capability and capacity required to manage significant change and simultaneously deliver on operational commitments is essential.	We are focused on portfolio, program and project delivery capabilities and work collaboratively with key stakeholders to enable the realisation of program benefits. We continually review our progress on these major projects through internal and external assurance. We rely on critical third-party suppliers and strategic partners to deliver services to support operations and strategic investments. Any unplanned or unforeseen disruption to these suppliers or underperformance – including arising from geopolitical uncertainty, extreme weather events, global economic conditions, or increased demand for specialised aviation services – may constrain availability, increase costs or extend delivery timeframes. We engage and work with key suppliers and strategic partners to understand any potential disruption to mitigate where possible.

Risk oversight and management

The effective management of risk is fundamental to how we operate and enables the achievement of our purpose to connect people with their world safely.

We are committed to implementing robust risk management practices that support the proactive identification, assessment, and management of risks as well as alignment with and continuous improvement of the capabilities and culture that support decision making, resilience, and the ability to navigate uncertainty.

Our risk appetite

The Risk Appetite Statement is set by the Board and articulates the degree of risk the Board is willing to accept in the pursuit of our strategic objectives and achievement of our Corporate Plan. It has been set with regard to our purpose, commitments, strategic objectives and risks.

The Board and Management set the tone for a positive risk aware culture. This supports our commitment to risk management in alignment with section 16 of the PGPA act and the Commonwealth Risk Management Policy.

Airservices' enterprise-wide risk management approach incorporates culture, people, processes and systems to enable us to meet our strategic objectives, realise potential opportunities and manage adverse events.

Our approach to risk

We take a principle-led and continuous improvement approach towards risk management, consistent with the International Standard ISO 31000:2018 Risk Management – Guidelines and the Commonwealth Risk Management Policy.

Our enterprise risks are reviewed and updated quarterly. We also monitor emerging risks as our operating environment evolves to enable complete, accurate and continuing identification, management and reporting of the most significant business risks, which could affect achievement of our strategic objectives.

All risks in the business are governed by the Airservices Risk and Compliance Policy, Framework and Risk Management Standard. The Risk Management Standard defines requirements for risk identification, management, escalation, and assurance. Additionally, operational safety risk management which is related to safety and Civil Aviation Safety Regulation (CASR) compliance is managed via the safety management system.

Risk oversight and assurance

The Board Audit and Risk Committee assists the Board to discharge its responsibility to ensure that an appropriate system of risk oversight and management (including effective internal controls) is maintained and is operating effectively. The committee receives quarterly reporting on matters such as risk, compliance, assurance, fraud and other integrity matters.

A 'three lines' approach supports the management of risk in accordance with our Risk Management Standard which sets out the accountabilities for managing risk, with assurance provided by specialist teams.

Our third-line internal audit function provides an independent layer of assurance regarding the effective design and operation of internal controls. There is ongoing collaboration with the second-line risk function to promote sharing of risk and compliance information and to support a risk-based assurance model.

Cooperation

Cooperation and collaboration are crucial in achieving our purpose. We actively work with Commonwealth, state and local government departments and entities, industry stakeholders, and international partners to drive innovation, improve service delivery outcomes, and strengthen governance. This cooperation is in addition to the close relationships we have with our customers and partners as detailed in Our Purpose.

By working collaboratively, we collectively enhance safety standards, improve air traffic management, strengthen ARFF capability and support the growth of the aviation industry.

Federal government

Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (DITRDCSA)

The department is responsible for delivering Australian Government policy and programs for infrastructure, transport, regional development, communications, cultural affairs, sport and the arts. The Minister for Infrastructure, Transport Regional Development and Local Government, on behalf of the Australian Government, outlines the priorities for Airservices in a publicly available Statement of Expectations (SOE) and ministerial directions under section 16 and 17 of the *Air Services Act 1995*.

As a member of the Aviation Policy Group, we work collaboratively with the DITRDCSA, the Department of Defence, and the Civil Aviation Safety Authority to enhance cooperation and coordination across aviation policy, regulation and service provision.

Civil Aviation Safety Authority (CASA)

CASA's primary role, as outlined in the *Civil Aviation Act 1988*, is regulating the safety of civil aviation operations in Australia, and of Australian-registered aircraft operating overseas. Airservices maintains a close and cooperative relationship with CASA as our industry safety regulator. We actively cooperate on the timely resolution of safety findings in alignment with our Minister's expectations. We also engage regularly at both the strategic and tactical levels, working through matters related to the safety of air navigation and aviation rescue fire fighting including our service levels and new services, proposed airspace changes, implementation of new systems, and strategic workforce management.

Australian Competition and Consumer Commission (ACCC)

The ACCC is Australia's national competition, consumer, fair trading and product safety regulator. Airservices maintains a regulatory relationship with the ACCC in relation to the pricing of our declared services, which involves the submission of price notifications for independent assessment under the ACCC's price notification framework.

Airservices has an established Pricing Consultative Committee comprised of airline representatives and periodic meetings will continue on an ongoing basis. This process is observed by the ACCC.

Australian Transport Safety Bureau (ATSB)

The ATSB is Australia's independent transport safety investigation agency. Airservices and the ATSB work closely to enhance aviation safety, including cooperation on safety investigations as required under our Act. This cooperative relationship ensures incidents are thoroughly investigated, supporting continuous improvements in air traffic management and operational safety.

Department of Defence

Defence, primarily through the Royal Australian Air Force, provides air navigation services and infrastructure as well as air traffic services and rescue and fire fighting services at military air bases. Airservices (civil) and Defence (military) are Australia's ANSPs and 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 (CNS) infrastructure, joint operations centres for coordinated responses, and the management of shared airports.

Other government entities

Airservices maintains cooperative relationships with various Commonwealth departments and agencies along with state and local government entities to ensure effective delivery and integration of our services to fulfil both local and regional needs and priorities. This includes partnering with local councils that operate regional airports to ensure safe and efficient air traffic management, while supporting regional traffic growth.

We also work closely with emergency services, including fire, police and medical services, to prevent aviation safety incidents through planning, joint training and streamlined incident response.

International

International Civil Aviation Organization (ICAO)

Airservices cooperates with ICAO to ensure we align with global aviation standards and practices. We actively participate in ICAO forums to ensure our operations are consistent with Australia's international obligations.

Civil Air Navigation Services Organisation (CANSO)

Airservices is an active member of CANSO which aims to advance global air navigation, safety, efficiency and sustainability. This cooperative arrangement includes participation in key forums, committees and initiatives focused on air traffic management, best practices and alignment with international standards.

Other air navigation service providers (ANSP)

Airservices works closely with our neighbouring ANSPs to align operational strategies, share best practices and ensure safe and efficient airspace management across international boundaries. We engage with neighbours through targeted bilateral meetings and multi-lateral forums to progress matters of safety and efficiency.

Airservices also engages with ANSPs beyond our immediate region to exchange strategic information and discuss approaches to common solutions. We have established a Memorandum of Understanding with AirNav Ireland and strong working relationships with ANSPs in United Kingdom, United States of America, and Japan to reach into other regions.

As part of this engagement, we signed a Memorandum of Understanding with Airways New Zealand in December 2025 to formalise our strengthened relationship as neighbouring ANSPs with aligned interests in operational resilience, innovation and regional coordination. This allows us to collaborate in the areas of operations and innovation; workforce planning and training; safety intelligence, risk modelling, and performance monitoring; international coordination, strategic alignment, and regional capacity building.

Government funded assistance programs

Airservices works in partnership with the Department of Foreign Affairs and Trade to support targeted capacity building activities in Indonesia, Papua New Guinea and the Pacific region. These programs support capacity and capability development to enhance safety and service delivery in the region.

Industry bodies

Airservices cooperates with various industry bodies, to enhance aviation safety, efficiency and service delivery. Through collaboration with organisations such as the International Air Transport Association, the Board of Airline Representatives of Australia, the Regional Aviation Association of Australia, the Australian Airports Association, and others, we ensure industry needs are considered in operational planning, airspace management and future developments.

Communities

Community bodies

Airservices actively participates in community forums to provide information on air traffic operations and discuss the impact of aircraft noise. We engage with local communities and stakeholders on flight path and airspace changes in accordance with our Community Engagement Standard. Our Noise Complaints and Information Service (NCIS) answers questions about aircraft operations and records complaints about aircraft noise. We engage with aircraft operators on improvements that may address complaints, where practicable. As part of our commitment to responsiveness and transparency, we aim to respond to all complaints and enquiries in writing within 21 days. Complex complaints and enquiries may take longer.

Connecting people

Key purposes

Cooperation

Our

Provide facilities and services for the **safety, regularity and efficiency** of air navigation within Australian-administered airspace.

Our strategy

Key activities

- Air traffic management (ATM)
- Aviation rescue fire fighting (ARFF)
- Fostering new markets
- Noise abatement
- Community engagement
- Aircraft emissions
- Increasing airspace accessibility

Our enablers

Capital investments

- ARFF NexGen facilities and environment
- Aerodromes
- OneSKY
- Enterprise Network Modernisation Program
- Uncrewed services
- Western Sydney International

Performance FY2027 targets

Air navigation safety	Service efficiency				Financial sustainability	
0	99.00%	≥99.85%	0.02%	2 seconds	(204.8)	≤$360
Significant attributable safety occurrences	ATC service availability	ARFF service availability	Airservices attributable cancellations	Airservices attributable ground delay	Earnings before interest, taxes, depreciation & amortisation	Cost per IFR flight hour

Operating environment

- Public expectations for predictable and reliable services
- Market volatility
- Increased airspace complexity

with their world safely

purpose

Customers

Carry out activities to **protect the environment** from the effects of, and associated with, aircraft operations.

Promote and foster **civil aviation** in Australia and overseas.

Priorities

Within 2 years (2026-2028)

- Return towards profitability
- Transform organisational culture
- Upgrade infrastructure and expand services

Within 5 years (2026-2031)

- Improve service efficiency and effectiveness through digitalisation
- Build a future ready workforce

Capabilities

- Reporting and governance
- Risk oversight and management
- Financial management and plan
- Service and enabling technology
- People capability
- Environmental, social & governance (ESG)

Environmental protection

28,000 tCO_2e

Scope 1 & 2 carbon footprint

Community impact

100%	21 days	28 days
Monthly NAP reporting for major airports	NCIS response timeframe	ANO recommendation response timeframe

Culture and health of our people

≥75%	≤5
People engagement score	Lost time injury frequency rate

Increasing need for industry collaboration and integration

Emerging technology opportunities

Decarbonisation benefits assisting in minimising environmental impacts

06 Our priorities

Our priorities shape Airservices' strategic direction, and reflect a clear link between our purpose, our investment profile, and our operational decision-making. The priorities outlined below provide the high-level roadmap for our Corporate Plan to ensure our efforts are focused on what matters most.

Within 2 years

1. Return towards profitability through service excellence, continuous refinement, cost control and sustainable pricing

We are focused on restoring sustainable profitability by strengthening operational performance, sharpening cost discipline and ensuring our pricing framework supports long-term financial resilience. Our immediate priority is to stabilise and optimise core service delivery, ensuring we meet our statutory and regulatory obligations efficiently and consistently.

We will direct resources to the activities that deliver the greatest safety, capacity and customer value, enabling us to:

- improve service resilience and efficiency
- simplify our portfolio and reduce structural cost drivers
- create capacity for targeted investment in critical safety and technology upgrades.

A return towards financial sustainability will be underpinned by a more rigorous enterprise-wide approach to cost management and capital allocation. This includes strengthening procurement discipline, improving workforce planning and embedding clearer accountability for financial performance across the organisation.

Our capital program is governed by a prioritisation framework linking investment decisions directly to strategic outcomes and performance metrics. Noting safety is our main priority, we will carefully balance service resilience and financial sustainability, ensuring disciplined deployment of capital and return on investment.

A transparent and principled pricing framework remains central to our long-term sustainability. We will work closely with industry and the ACCC to ensure regulated pricing supports efficient service delivery, cost recovery over time and continued investment in safe, reliable national infrastructure. Whilst much of the work to return to profitability occurs within the first 2 years of this plan, it continues to drive results across the entirety of the 5 years.

Our infrastructure focus is on positioning ARFF as a leader in industry innovation by building a modern, reliable and future-ready service that keeps pace with Australia's aviation growth. With more than $40 billion in airline fleets and airport infrastructure projects and $125 billion in connecting transport investments set to expand national aviation capacity by 2032, this represents a major opportunity to strengthen operational readiness, enhance compliance and uplift service capability. As operational demands rise and assets age, sustaining the level of safety and service required becomes increasingly challenging without an accelerated, programmatic renewal effort. While capital constraints remain a factor, we are committed to delivering the ARFF NexGen program within the current rate pricing cycle and continue to explore our capital structure and funding options to improve and modernise at the pace industry requires (see section 9 for further detail).

2. Upgrade infrastructure and deliver new services to meet the evolving needs of the aviation industry

While continuing to focus on financial discipline and sustainability, Airservices is also modernising the infrastructure that enables its service offerings to support a safe, scalable and sustainable aviation ecosystem.

Over the next 5 years, Airservices will deliver a significant uplift in national aviation capability through disciplined execution of our major infrastructure and technology programs. Our focus is on modernising the systems and physical infrastructure that underpin safe operations, while ensuring investments are sequenced and governed to deliver both operational and financial outcomes.

Ongoing activities and investments underpinning this priority include:

- strengthening frontline capability and service resilience: we are significantly enhancing ARFF capabilities and aerodrome infrastructure. Through fleet renewal, and facility upgrades, we will improve operational readiness, compliance and response capability at key airports across the network. These investments ensure our frontline services remain safe, scalable and aligned to projected traffic growth and community expectations
- modernising the national digital backbone: the Enterprise Network Modernisation Program and broader enterprise technology uplift will strengthen the resilience, cybersecurity and interoperability of our national network. By upgrading core systems and communications infrastructure, we are building a secure, integrated digital foundation capable of supporting increased airspace complexity, data-driven decision-making and real-time service coordination
- delivering integrated civil military air traffic management: the continued delivery of OneSKY and the Civil Military Air Traffic Management System (CMATS) remains central to modernising Australia's integrated airspace. As we transition from peak build to operational readiness phases, our focus will shift toward disciplined implementation, workforce enablement and performance realisation to unlock long-term safety, capacity and efficiency benefits
- enabling future airspace and new entrants: implementation of the Flight Information Management System (FIMS) which supports safe integration of uncrewed aircraft. These investments position Airservices to manage projected growth in high-volume drone operations while maintaining safety
- supporting new airport operations and scalable service models: the commencement of Western Sydney International Airport and further development of digital aerodrome services represent key milestones in our infrastructure transformation. These platforms will serve as benchmarks for technology-enabled service delivery models that can be deployed across the network as demand evolves.

Across all initiatives, greater automation, intelligent monitoring and data-enabled insights allow us to improve productivity and manage service costs while enhancing safety and performance outcomes.

3. Transform our culture through integrated organisational health and cultural initiatives

We will continue with our cultural transformation to build a safe, accountable and high-performing organisation that enables our people to thrive and strengthens Airservices' long-term resilience.

We are delivering enterprise-wide initiatives designed to enhance organisational health, strengthen leadership effectiveness and embed sustainable behaviour change across Airservices, including:

- strengthening strategic clarity and alignment by ensuring our strategy is clearly communicated, consistently cascaded and translated into measurable objectives at every level of the organisation, supported by clearer change narratives and structured performance planning processes
- embedding role clarity and personal ownership across all levels so that responsibilities, decision rights, key performance indicators and collaboration interfaces are clearly understood and actively maintained as living tools rather than static documents
- uplifting accountability through clearer links between performance and outcomes, embedding consistent standards of employee conduct that reinforce fairness, transparency and trust
- continuing to invest in leadership capability through targeted programs that build priority capabilities, building a culture of safety and recognition by strengthening feedback mechanisms and celebrating high performance.

These initiatives are designed to create an environment where employees are increasingly empowered, engaged and held accountable to deliver sustained performance improvement as these initiatives mature.

We also remain committed to delivering on our 2026-2029 Reconciliation Action Plan. We will focus on building meaningful and enduring relationships with Aboriginal and Torres Strait Islander communities, increasing cultural capability, and embedding cultural awareness across the organisation.

Within 5 years

4. Improve service performance and effectiveness through technology enhancement and transformation

Over the next 5 years, Airservices will enhance the efficiency, resilience and scalability of Australia's air navigation system by modernising our national infrastructure, embedding next-generation technologies and realising the full benefits of our major programs.

As significant capital investments transition from build to operational maturity, our focus will shift toward performance optimisation, productivity uplift and long-term cost-to-serve reduction.

Over this horizon, we will:

- complete and embed major national technology programs, including OneSKY and CMATS, enterprise network modernisation and digital aerodrome services, ensuring these platforms deliver integrated civil-military capability, improved situational awareness, enhanced airspace capacity and measurable efficiency gains across the network
- enable operational readiness for new runways at Perth and Melbourne through enhanced aerodrome service capacity and supporting infrastructure
- transform frontline and network infrastructure through sustained upgrades to aerodrome facilities, aviation rescue and fire fighting fleet renewal, and communications, navigation and surveillance systems, improving reliability, strengthening cybersecurity and reducing lifecycle maintenance risk
- strengthen integration across operational, technology and enterprise systems to enable real-time performance monitoring, clearer accountability for service outcomes and better cross-functional decision-making aligned to safety and financial sustainability objectives
- strengthen cybersecurity through increased confidence in the integrity, confidentiality and availability of our information assets through safe and secure by design approaches to deal with present and emerging threats in our environment
- advance cooperation with Defence, seeking areas of mutual advantage in provision of services, dual use assets and enhancing value for money, deepen civil-military collaboration to maximise shared capability, improve airspace utilisation and support national security priorities, ensuring interoperability across Australia's increasingly complex and integrated airspace environment.
- advance strategic partnerships with international counterparts to share best practice, strengthen technical capability and enhance Australia's role within the Indo-Pacific aviation network, supporting regional resilience and long-term system interoperability.

Across this period, disciplined governance and tighter lifecycle cost management will ensure technology investments translate into sustained operational efficiency, improved customer outcomes and long-term financial resilience.

5. Develop a skilled, adaptable workforce able to meet future demands

Over the next 5 years, Airservices will continue to build a future-ready workforce capable of sustaining safe and resilient operations, delivering major transformation programs and adapting to a rapidly evolving digital aviation environment. Our workforce strategy will ensure we attract, develop and retain the skills required to meet long-term operational and national priorities.

We will:

- strengthen enterprise-wide workforce planning to align talent supply with emerging and future capability requirements across our operations and transformation programs ensuring the right skills are available at the right time across all service lines
- deliver targeted recruitment and training pipelines, including for air traffic controllers, aviation rescue and fire fighting personnel and high-demand digital, cyber security and systems integration roles
- deliver targeted development programs that build priority capabilities
- improve talent deployment and internal mobility to ensure skills are dynamically aligned to enterprise priorities.

By integrating workforce planning, capability development and cultural improvements, we will build a more adaptable organisation that can safely absorb change, deliver major capital programs and importantly deliver long-term value for the aviation industry, government and the Australian public.

07 Key activities

We undertake a range of distinct key activities to fulfil our purpose. These activities include investment in enhancing our business-as-usual operations, as well as in capital projects to establish new capabilities.

Air traffic management (ATM)

Air traffic management ensures the safe and efficient movement of aircraft operating into, around, and out of Australian aerodromes and within Australian-administered airspace.

This includes air traffic services, airspace management, and air flow traffic management, supported by aeronautical information, radio navigation, and telecommunication services. Our air traffic controllers play a critical role in keeping our skies safe by providing an air traffic control service at controlled aerodromes, within a terminal control area and our enroute sectors. Together, these services provide seamless, integrated services at all phases of flight, from pre-flight to parking at the destination.

Through collaboration with all our stakeholders, we dynamically manage airspace and traffic flow to maintain safety, efficiency and service delivery. We leverage real-time data to mitigate disruptions and ensure that industry-wide performance remains consistent even during peak travel periods.

Aviation rescue fire fighting (ARFF)

Aviation rescue fire fighting focuses on being here to rescue people and property from an aircraft crash or fire, and other fires and emergencies at airports. We operate in alignment with strict international key performance indicators, including our response times. We must be able to respond to an aircraft incident at either end of a runway within 3 minutes of the initial call and be able to apply fire fighting agent at the required discharge rate. Additionally, we maintain an objective to respond to any part of the airport movement area within 3 minutes.

Increasing airspace accessibility

We are improving the safe and efficient access to Australian skies. We provide services to many different types of customers: international, domestic, and regional airlines; fly-in fly-out operators servicing the Australian mining industry; flight schools and general aviation; medical and mercy operators; uncrewed aircraft; and others.

When designing airspace and flight paths, we apply our Flight Path Design Principles, prioritising safety, improving efficiency, reducing environmental impacts, collaborating transparently with stakeholders, and ensuring fair access for all users to ensure every type of operator is considered. Flight path design operates in collaboration with community engagement.

Further information on our flight path design principles can be found on our website:

https://www.airservicesaustralia.com/wp-content/uploads/Airservices-Flight-Path-Design-Principles.pdf

We are supporting a once-in-a-generation increase in aviation capacity in Australian capital cities. This will enable our industry to increase movements by 30% per year. This includes the opening of Western Sydney International airport in July 2026 and commencing planning for the approved runways at Melbourne and Perth.

Fostering markets

Encouraging new growth in the uncrewed aviation market. We are preparing our skies for long-term integrated air traffic management to safely accommodate uncrewed aircraft in shared airspace. This includes developing a FIMS to provide authoritative data and decision-making within the uncrewed aircraft traffic management (UTM) ecosystem.

Noise abatement

We continue to implement new and enhanced noise abatement procedures and monitor adherence with these procedures to minimise the impact of aircraft operations on communities, as far as practicable. We monitor complaints at all airports, and we review complaint themes to understand where improvements can be made. We monitor and report on noise abatement procedure use at Brisbane, Sydney, Melbourne, Adelaide, Perth, Hobart, Canberra, Gold Coast, Sunshine Coast and Cairns airports.

Aircraft emissions

We continue to work with our customers to reduce aircraft emissions and positively contribute to the achievement of net zero emissions. Through improved ATM practices – such as user preferred routes – this will enable an anticipated reduction of 145,000 tonnes of (CO2) aircraft emissions by 2030 within Australian flight information regions.

Community engagement

We proactively engage with communities on flight path and airspace changes and in the post implementation review of new operations. We are committed to clear, inclusive, accessible, responsive and transparent engagement with communities who may be affected by proposed changes.

We conduct these engagements in accordance with our national Community Engagement Standard so communities can contribute to and influence our flight path change decisions. More on our community engagement standard can be found on our website:

https://www.airservicesaustralia.com/our-community-engagement-standard/

Our community engagement practices supported by data-driven insights through our Noise and Flight Path Monitoring System and transparency through our WebTrak and Aircraft In Your Neighbourhood websites:

https://www.airservicesaustralia.com/community/environment/aircraft-noise/webtrak/

https://aircraftnoise.airservicesaustralia.com/

Alignment to our purpose

We have mapped our key activities (K1–7) against our purposes (P1–3):

Key activity	Purpose 1	Purpose 2	Purpose 3
K1- Air Traffic Management (ATM)	✓		
K2 - Aviation Rescue Fire Fighting (ARFF)	✓		
K3 - Increasing airspace accessibility		✓	
K4 - Fostering markets		✓	
K5 - Noise abatement			✓
K6 - Aircraft emissions			✓
K7 - Community engagement			✓

Capital investments

Airservices' capital investments remain essential to maintaining safe, resilient and modern aviation infrastructure. Over the course of our plan, investment focuses on renewing and upgrading critical air traffic management and communications systems, enhancing Defence integration, improving resilience to disruptions and enabling long-term aviation growth. These investments support national outcomes across safety, economic activity, regional access and emergency response capability.

Capital governance has been strengthened through the Capital Portfolio Management function and the Capital Investment Committee, providing clearer priority-setting, scope discipline and delivery oversight.

OneSKY

OneSKY, a partnership between Airservices and the Department of Defence, will replace Australia's separate and ageing civil and military air traffic management systems with a common and next generation system known as the Civil Military Air Traffic Management System (CMATS) to achieve national harmonisation in air traffic management. OneSKY represents a significant capability enhancement in national airspace management – enhancing safety, resilience, efficiency and national security while meeting the growing needs of future air traffic. OneSKY Australia is estimated to deliver significant strategic and economic benefits over 20 years (valued at $2.7 billion).

ARFF NexGen, facilities and environment

Transform our ways of working by using new and emerging technologies in the ARFF service environment, including new fire vehicles and supporting equipment to enhance industry and our people's safety, modernising facilities and managing PFAS.

Concurrently, we are taking delivery of 10 new ultra-large firefighting vehicles (ULFV) from 2026, as part of our national fleet replacement program. We are upgrading facilities to accommodate our new fleet, while improving work environments to support better outcomes for our people, our customers, the industry, and the environment.

We continue to identify, manage, and where practicable remediate PFAS, including minimising human health and environmental impact.

Aerodromes

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

We will enable 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. We recently established Ballina approach and aerodrome services enhancements to improve safety and will continue to monitor and enhance its performance over the coming years. We have commenced planning for significant developments at Perth and Melbourne in accordance with timelines specified in their respective master development plans.

We have commenced a multi-year Tower Technology Replacement Program to progressively replace ageing tower technologies, improving safety, resilience and maintainability of critical air traffic control services.

Western Sydney International (WSI) Airport

Essential aerodrome and ARFF services and the supporting airfield infrastructure (such as instrument landing systems (ILS), radio communications, and surface and airborne surveillance) at WSI airport. We are modernising our air traffic management capabilities with safe and efficient digital aerodrome services (DAS), allowing our controllers to manage the aerodrome from a secure remote tower centre (RTC). We have a capable ARFF service with next-generation hybrid electric aviation rescue fire fighting vehicles and a digital fire control centre.

Uncrewed services

Prepare our skies for longer-term integrated air traffic management and foster growth of uncrewed and advanced air mobility (AAM) aircraft in shared airspace.

This evolution will be anchored by the launch of our foundational FIMS, the backbone of Australia's open-market UTM ecosystem. It will provide authoritative data, automated decision-making, and automated airspace authorisations across civil-controlled airports.

We will support third-party app developers known as UAS service suppliers (USS) to connect to FIMS and deliver their tailored services to UAS operators. These initiatives will ensure the safety of the broader aviation ecosystem, facilitate efficient and equitable access to airspace, and help decarbonise the transport ecosystem.

Enterprise Network Modernisation Program

Enterprise Network Modernisation Program (ENMP) is building a new network and telecommunication platform that will deliver the future service capability required for our customers. Continuous enhancement of the existing network is being undertaken as the new network is built, ensuring optimised service availability and bandwidth for main and backup network operations. This capability will also enable OneSKY and modernised services for WSI airport, while improved resilience, cyber security and communications technology will deliver safer airspace operations.

Alignment to our key activities

We have mapped our capital investments against our key activities (K1–7):

Capital investments	K1	K2	K3	K4	K5	K6	K7
OneSKY	✓					✓	
ARFF NexGen, facilities and environment		✓					
Aerodromes	✓	✓	✓		✓		✓
Western Sydney International (WSI) airport	✓	✓	✓				
Uncrewed services				✓			
Enterprise Network Modernisation Program			✓			✓	


airservices australia

08 Performance

We are committed to providing world-class performance across all our services. In fulfilling our purpose, we consider safety as the most important factor, while also balancing the interests of our stakeholders, including communities, customers, government, our regulators, and our people.

Clear and transparent KPIs measure and assess our performance in achieving our purpose. These metrics ensure accountability, drive continuous improvement, and enhance the efficiency and effectiveness of our services.

Our Corporate Plan KPIs were developed in consultation with an independent advisor and are reviewed annually to ensure these measures continue to be reliable, verifiable and suitable for assessment over time.

In addition to measuring the performance of our purposes, our overall organisational performance (OP) is also measured through select business KPIs.

Further information on our KPIs can be found in Appendix C.

Table 1: Corporate Plan KPIs

Performance outcome	FY2027 Corporate Plan metric	FY2026 baseline	FY2027 target	FY2028-FY2031 target	Purposes P1	P2	P3	OP
Air navigation safety	Significant attributable safety occurrences (#)	0	0	0	✓			
Service efficiency	Service availability							
	ATC tower & airspace	99.78%	99.00%	≥99.50%	✓	✓		
	ARFF	99.91%	≥99.85%	≥99.90%	✓	✓		
	Airservices attributable cancellations (%)	0.023%	0.02%	<0.02%	✓			
	Airservices attributable ground delay (seconds per flight)	1.66	2	<2	✓			
Financial sustainability	Earnings before interest, taxes, depreciation & amortisation (EBITDA) ($m)	(138.3)	(204.8)	811.7				✓
	Cost per instrument flight rules (IFR) flight hour ($)	253	≤360	≤600	✓			
Environmental protection	Scope 1 & 2 carbon footprint (tCO2e)	26,000	28,000	16,500*			✓	
Community impact	Monthly NAP reporting for major airports	100%	100%	100%		✓	✓	
	NCIS response timeframe (days)	8.4 days	21 days	21 days			✓	
	ANO recommendation response time (days)	21 days	28 days	28 days		✓		
Culture and health of our people	People engagement score (%)	49	≥75	≥75				✓
	Lost time injury frequency rate	7	≤5	4				✓

*FY2030 target in alignment with our Environmental Sustainability Strategy.

Attributable airborne delay

We are committed to extending our delay framework to include attributable airborne delays.

FY2026–27

Design with industry, independently assure, and implement framework.

FY2027–28

Monitor and set baseline.

FY2029+

Add as an additional KPI, commit to target, regular and transparent reporting.

09 Financial outlook

Airservices' financial outlook for FY2026-27 to FY2030-31 reflects a measured transition toward stability and long-term sustainability as the organisation strengthens its operating foundations and invests in the reliability of Australia's aviation system.

We remain vigilant towards global macroeconomic pressures, ensuring our cost base and service delivery remain flexible to fluctuating pricing conditions and consumer preferences.

While traffic growth strengthens the demand outlook, significant forward capital commitments, inflationary pressures and regulated pricing uncertainty necessitate sharper capital prioritisation and a renewed focus on cost discipline to support a return towards sustainable profitability.

This outlook contains uncertainties that may materially influence outcomes, including pricing and potential government financial support.

Financial strategy

Progress continues across Airservices' integrated financial strategy, including financial efficiencies, strengthened capital governance, and engagement with the ACCC and industry on the Long-Term Pricing Agreement (LTPA). These reforms form a credible path to medium-term financial sustainability, though outcomes remain dependent on external decisions.

Airservices anticipates steady improvement as revenue strengthens, costs stabilise, and capital investment delivers capability uplift. While early in the 5-year strategy, the combined impact of pricing reform and disciplined capital management provides the foundations for a sustainable financial position and a future return on government investment.

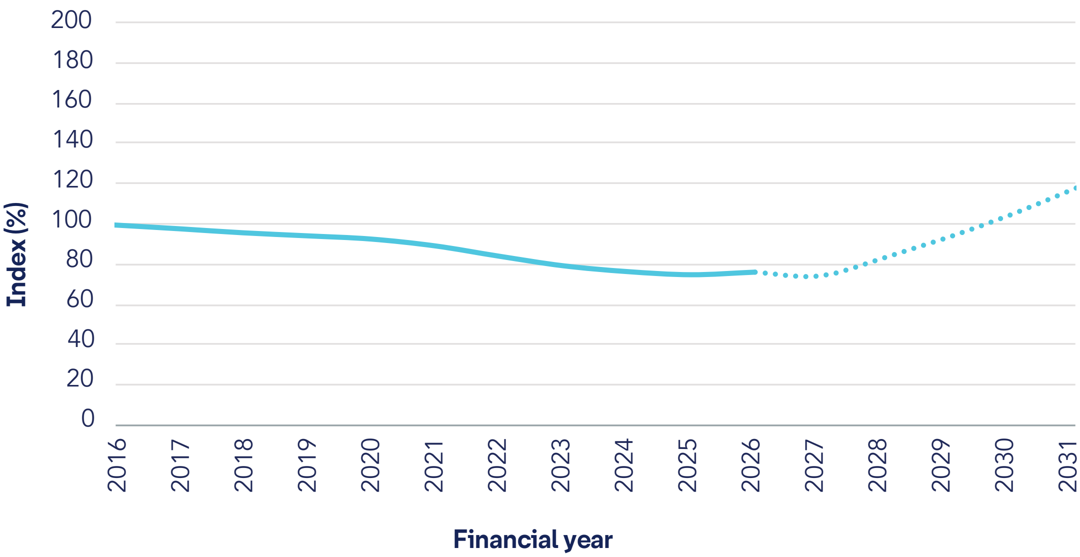
Service reliability and operational readiness remain the central focus. The organisation expects to maintain and, where required, increase workforce capacity to support high service levels, minimise disruptions and meet growing demand. Efficiency initiatives delivered to date have stabilised the cost base and will continue to play a key part in financial sustainability.

Pricing

Airservices prices for regulated services are subject to price notification requirements under the *Competition and Consumer Act 2010*. On 1 August 2025 we increased our prices by a weighted average nominal 6% which represents our first increase in over a decade. This means that we have delivered a 24% real price reduction between FY2015-16 and FY2025-26.

We are engaging with industry stakeholders and the ACCC to develop a long-term pricing agreement for the 5-year period from FY2026-27 to FY2030-31. The Draft Price Notification was submitted in April 2026 and is currently being assessed by the ACCC. This price agreement is intended to support the future significant growth expected in the aviation industry with major investments aimed at enhancing service levels.

Graph 2: Real price change (FY2015-16 – FY2030-31)



Proposed price increase for FY2027 onwards subject to ongoing ACCC assessment.

Balance sheet, liquidity and sustainability

The balance sheet outlook reflects the need to maintain service continuity while delivering a significant capital program in a period of revenue transition. Debt is expected to rise in line with capital delivery before moderating as revenue strengthens and new assets enter service. While liquidity remains adequate throughout the forecast period, risks remain elevated until pricing is resolved.

Following the $600m equity injection provided to Airservices in the May 2026 Budget, we will continue to work together with Government to consider further opportunities for government finance to support continued investment in critical national safety infrastructure and the ongoing delivery of essential services.

Risks & opportunities

The outlook incorporates uncertainties that may materially influence outcomes. The most significant relate to the timing and amount of the LTPA final assessment. Additional risks include external cost pressures, potential delivery challenges in the peak capex years and ongoing PFAS-related or broader policy uncertainties. Airservices continues to fund PFAS obligations until FY2030, funded from provisions made in FY2026, FY2027 and FY2028, no provision is included in FY2029 onwards.

Investment in technology transformation (including OneSKY/CMATS) will reduce risks by improving airspace efficiency, lowering congestion and costs, and strengthening resilience.

The current 5-year capital plan reflects prioritised asset replacement requirements. Further investment needs associated with ageing assets are being reviewed through ongoing asset planning activities and will be considered in future Plans.

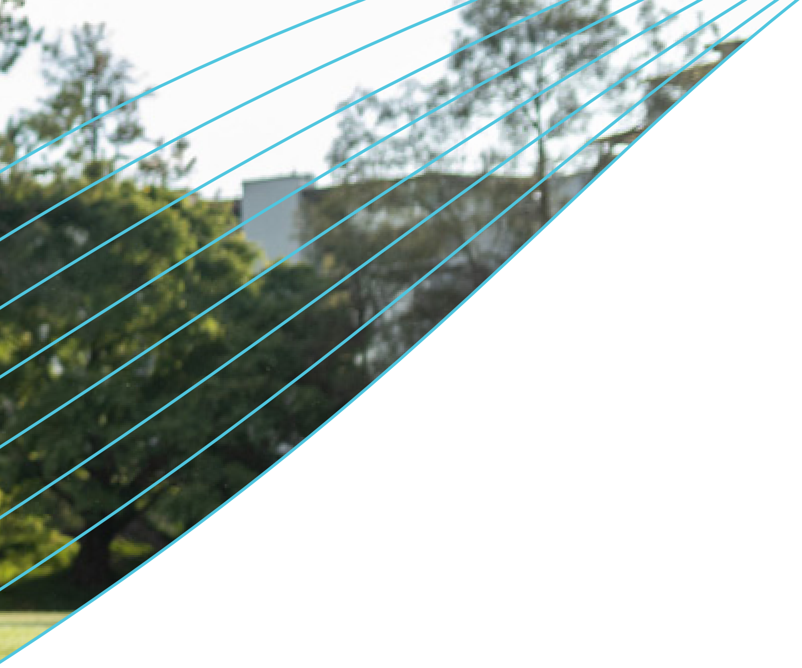
Airservices remains committed to providing a return to Government and consistent with this plan, anticipates dividend payments commencing in the early 2030s.

Table 2: Financial outlook

($m)	2026	2027	2028	2029	2030	2031
	Forecast	Plan	Plan	Plan	Plan	Plan
Airways Revenue	1,137.3	1,178.1	1,405.5	1,676.0	1,998.0	2,373.2
Other Revenue	28.2	27.9	28.8	29.4	30.0	30.7
Revenues	**1,165.5**	**1,206.0**	**1,434.3**	**1,705.4**	**2,028.0**	**2,403.9**
Staff Costs	885.6	976.1	1,043.1	1,092.7	1,120.1	1,145.4
Supplier Costs	418.2	434.7	471.5	408.7	427.7	446.9
Depreciation	103.8	122.1	144.1	220.0	311.4	468.5
Total Expenses before interest and tax	**1,407.6**	**1,532.9**	**1,658.7**	**1,721.4**	**1,859.2**	**2,060.8**
Earnings before interest and tax (EBIT)	**(242.1)**	**(326.9)**	**(224.4)**	**(16.1)**	**168.9**	**343.2**
EBIT / Revenue %	(21%)	(27%)	(16%)	(1%)	8%	14%
Earnings before interest, tax, depreciation and amortisation (EBITDA)	**(138.3)**	**(204.8)**	**(80.3)**	**203.9**	**480.3**	**811.7**
EBITDA/ Revenue %	**(12%)**	**(17%)**	**(6%)**	**12%**	**24%**	**34%**
Net profit/ (loss) after tax (NPAT)	**(233.6)**	**(337.3)**	**(308.9)**	**(200.1)**	**(99.3)**	**13.8**
NPAT/ Revenue %	(20%)	(28%)	(22%)	(12%)	(5%)	1%
Gearing	91%	86%	96%	100%	102%	102%
Return on assets (financial)	(9%)	(10%)	(8%)	(4%)	(2%)	0%
Return on equity after tax	(102%)	(69%)	(169%)	NM*	(85%)	13%
Dividends	-	-	-	-	-	-
Staff Costs/ Revenue (%)	76.0%	80.9%	72.7%	64.1%	55.2%	47.6%
Supplier Costs/ Revenue (%)	35.9%	36.0%	32.9%	24.0%	21.1%	18.6%
Depreciation / Revenue (%)	8.9%	10.1%	10.0%	12.9%	15.4%	19.5%
Total Expenses/ Revenue (%)	120.8%	127.1%	115.6%	100.9%	91.7%	85.7%

*NM - not meaningful

10 Appendices



Appendix A: Ministerial expectations

The portfolio Minister regularly issues a Statement of Expectations (SOE) as a notice of strategic direction to the Airservices Australia Board according to s.17 of the *Air Services Act 1995*. This — together with the Board's Statement of Intent — is provided within this section.

1. Overview

Statement of expectations	Statement of intent
This instrument is the Statement of Expectations for Airservices Australia for the period 1 November 2025 to 30 June 2027. This Statement of Expectations (SoE) applies from 1 November 2025 until 30 June 2027, and replaces the SoE issued on 30 June 2023. 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 **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
a. I expect the Board and Chief Executive Officer (CEO) of Airservices to ensure Airservices has the necessary resources and capabilities in place: • to effectively manage Airservices' strategic direction, risks, corporate planning in accordance with section 21 of the Act, and • to provide Air Traffic Services and Aviation Rescue Fire Fighting Services to the service level articulated in this SoE. b. 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. c. I expect the Board of Airservices to notify me and the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (the Department) of any significant decisions or issues as soon as practicable. d. I expect Airservices to keep me and the Department informed of Airservices' activities, and provide quarterly progress reports against the Corporate Plan, this SoE and reasonable additional reporting requested by me or the Department, including financial and performance metrics. e. 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. f. I expect the Board of Airservices to invite a member of the department's Senior Executive 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 is actively investing to ensure we continue to deliver world-best practice Air Traffic Services (ATS) and Aviation Rescue and Fire Fighting (ARFF) services. We prioritise our capital investments to realise the greatest enhancements practicable with available funding. We will notify our Minister and the Department of any significant decisions or issues as soon as practicable, in accordance with the SoE and any additional explanatory statements. 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, decisions or issues, and provided quarterly progress reports against the corporate plan, an annual report, and reasonable additional reporting as 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 a member of the Department's Senior Executive or a nominated Department official, to an annual strategic meeting to discuss Airservices' performance.

3. Strategic direction and manner of performance

Statement of expectations	Statement of intent
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, and appropriately managing, documenting and disclosing any conflicts of interest held by Directors; 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 financial stability and pay a dividend to Government as agreed by Government; d. arrange and pay for independent biennial reviews to assess Airservices' capital structure; and e. function in conformity with Australia's international obligations, including the requirements of the International Civil Aviation Organization (ICAO) and obligations under the Chicago Convention.	Airservices prioritises safe, efficient, and effective world-best practice Air Traffic Services and Aviation Rescue and Fire Fighting (ARFF) 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*. If we are unable to comply with this SoE, Airservices will notify our Minister and the Department of this significant issue in accordance with section 2(c) of this SoE. We demonstrate in this corporate plan our pathway to financial stability and to 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 calendar year 2026.

4. Service level

Statement of expectations	Statement of intent
I expect Airservices to: a. resolve Safety Findings issued by the Civil Aviation Safety Authority (CASA), including self-reported deficiencies, and satisfy all directions and conditions placed on authorisations, in accordance with the Civil Aviation Safety Regulation 1998 and 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 capacity and capability to: • provide Air Traffic Services minimising the use of demand management practices due to staff availability or competency, unless specified by regulations or legislation; and • support implementation of safe and efficient noise minimisation measures. d. provide Aviation Rescue Fire Fighting Services to the category listed on the CASA-issued ARFFS Provider Certificate; in accordance with the provisions of Part 139H (Aerodrome rescue and firefighting services) of the Civil Aviation Safety Regulations 1998 and other relevant legislation, unless there is an unforeseeable contingency; e. ensure it has in place sufficient, competent staff resources to provide rescue and firefighting services without a reduction of category due to staff availability or competency, unless this reduction is required in the delivery of services specified by applicable 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 4 (b), (c), (d) and (e), and communicate these strategies to stakeholders in a frank and timely manner. g. 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 progress reports 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 ensuring we have sufficient capacity and capability to: • provide Air Traffic Services without the regular use of demand management practices due to staff availability or competency, unless specified by regulations or legislation; and, • support the implementation of safe and efficient noise minimisation measures. 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 if we are unable to meet the Expectations under sections 4(a-f), including our plans for remediation. We will communicate this through a quarterly report to CASA and report on these issues in our quarterly progress report to the Minister.

5. Key initiatives

Statement of expectations	Statement of intent
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 the Department on the progress of the project, including early identification of risks to delivery, reporting on achievement of program milestones and otherwise supporting reporting to Government; and • providing information as requested by me or the 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.
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. We will invest in a program of work focused on our people, facilities, vehicles, equipment and training, as a part of our broader prioritised investment portfolio.
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; • promote the integration of the above into Australian airspace; and • support the development and implementation of policy on a potential Automatic Dependent Surveillance-Broadcast (ADS-B) mandate, as articulated in the 2024 Aviation White Paper.	Airservices will continue to work with the Department and CASA 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, through the Drones Inter-Departmental Committee • promote and ensure the safe integration of emerging technologies into Australian airspace • support the development and implementation of policy on a potential Automatic Dependent Surveillance-Broadcast (ADS-B) mandate, as articulated in the 2024 Aviation White Paper.

Statement of expectations	Statement of intent
d. operationalise and iteratively develop a Flight Information Management System (FIMS), consistent with the policy objectives articulated by the Government, including those concerning Uncrewed Aircraft System Traffic Management (UTM).	Airservices will continue the operationalisation and iterative 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).
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; • applying sufficient resources to support the opening of the Western Sydney International (Nancy-Bird Walton) Airport in 2026 and operations thereafter, including but not limited to: air traffic control; rescue and firefighting services; navigational aids; and airspace planning, design, implementation and post-implementation review; and • facilitating trials of UTM in volumes of airspace delivering FIMS services in defined airspace volumes.	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, and conduct a post implementation review post opening. Airservices will facilitate trials of UTM using FIMS in volumes of airspace in defined airspace volumes.
f. commence development, including the completion of strategic planning documentation and support costings, to implement enhanced drone detection at civil controlled airports, proportionate to the complexity of each airport.	Airservices will commence development, including the completion of strategic planning documentation and support costings, to implement enhanced drone detection at civil controlled airports, proportionate to the complexity of each airport.
g. advance the Government's environmental objectives by: • minimising the impact of aircraft operations on communities where practicable; • ensuring timely completion and implementation of noise minimisation measures and noise sharing programs; • applying sufficient resources to the Airservices Noise Complaints and Information Service, so that noise-affected communities can access needed information; • applying sufficient resources to the Aircraft Noise Ombuds function and supporting the transition to an independent structure; 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 flight paths, 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. We are committed to ensuring timely completion and implementation of noise minimisation measures and noise sharing programs as agreed with communities and government. 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.

Statement of expectations	Statement of intent
h. 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 the 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 Government and for Airservices, in: - Airservices' quarterly progress reports to the Minister; - reports to the Minister on significant matters considered at Airservices' Board meetings; and - as requested by the Department. • 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, outcomes and methodologies. • 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 participate 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 through its quarterly reports to the Minister. Additionally, Airservices will provide reports to the Minister on significant matters considered at Airservices' Board meetings in alignment with 2(c) and as requested by the Department. Airservices will continue work with the Department collaboratively on PFAS policy and implementation activities.
i. 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.

6. Stakeholder engagement

Statement of expectations	Statement of intent
I expect Airservices to: a. undertake effective and productive engagement with the community, industry and international air navigation agencies and forums, based on mutual understanding and respect;	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 and international air navigation agencies and participation in established industry forums. Airservices will engage with the community when we make changes that will impact them.
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;	Airservices has established mechanisms to share information with CASA in relation to the performance of its regulatory functions.
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;	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.
d. proactively provide information, assistance and advice to Government agencies for policy formulation, implementation activities and regulation purposes;	Airservices will keep the Department and Minister informed through regular reporting including quarterly progress reports and annual reporting and respond to requests for assistance and advice from government agencies.
e. contribute to the coordinated approach to airport planning and management of aircraft noise, including appropriate participation in planning coordination forums, community aviation consultation groups, and the National Airports Safeguarding Advisory Group;	Airservices is committed to ongoing participation in the National Aviation Safeguarding Advisory Group and engaging via airport-led planning and management of aircraft noise planning coordination and consultation forums and technical noise working groups.
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 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, ARFF services and aviation infrastructure planning and implementation.
g. undertake and publish biennial reviews into the implementation of Airservices Community Engagement Standard, supporting implementation of the 2024 Aviation White Paper.	Airservices will undertake and publish biennial reviews into the implementation of Airservices Community Engagement Standard, supporting the implementation of the 2024 Aviation White Paper.

Appendix B: Ministerial directions

The Minister has also issued the following ministerial directions:

Year	Date	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

Appendix C: Corporate plan KPI background

KPI	Description	Methodology	Rationale for KPI
Significant attributable safety occurrences (#)	**ATM:** This represents any attributable loss of separation or runway incursion where the risk assessment tool score is Category A. **ARFF:** Any ARFF operational response to an aircraft incident where there is an inability to achieve operational objectives.	Quantitative – annual total count. Data source: CIRRIS & TRAX	Measures our operational safety outcomes using industry standard measures.
Service availability (%)	**Towers/Airspace:** The relative availability of airport ATC services and its resilience against insufficient staffing levels or unplanned technical issues, or contingency measures attributable to Airservices.	Quantitative – rolling 12-month percentage across all airspace sectors and airport towers. Data source: NOTAMS & ODAS	Directly measures Airservices' ability to deliver regulated ATM services, in accordance with our Statement of Expectations.
	ARFF: The relative availability of required ARFF services and its resilience against reduced service from insufficient staffing levels or unplanned technical issues.	Quantitative – rolling 12-month percentage across ARFF locations, relative to all scheduled movements. Data source: TRAX & ODAS	Directly measures Airservices' ability to deliver regulated ARFF services, in accordance with our Statement of Expectations.
Airservices attributable cancellations (%)	Arrival cancellations are attributed to Airservices when the cancelled flight was planned to arrive during a period where, as result of service variation, capacity was reduced, resulting in excess demand. Represents a percentage of total scheduled arrivals during the period.	Quantitative – number of attributable arrival cancellations across the top 4 airports, divided by the number of scheduled flight arrivals, as a rolling 12-month average. Data source: ODAS	Measures Airservices' ability to provide consistent and reliable air traffic management into major airports.

KPI	Description	Methodology	Rationale for KPI
Airservices attributable delay (seconds per flight) *We are preparing to introduce a new attributable airborne delay KPI to better reflect Airservices impacts on the whole Australian aviation network. This metric will be formally introduced with committed targets in financial year 2028-29.*	**Ground:** Number of seconds of ground holding per flight attributable to Airservices caused variations.	Quantitative – total seconds of attributable ground delay across the top 4 airports, divided by the number of flight arrivals, as a rolling 12-month average. Data source: ODAS	Measures Airservices' effectiveness of air traffic management in minimising delays into major airports.
	Airborne: Number of seconds of airborne holding per flight attributable to Airservices caused variations.	Total seconds of attributable airborne delay across the top 4 airports, divided by the number of flight arrivals, as a rolling 12-month. Data source: ODAS and additional data from industry if required.	
EBITDA ($)	Forecast earnings before interest, tax, depreciation and amortisation.	Quantitative – calculated based on assumptions around revenue and costs. Data source: SAP	Primary measure from the perspective of the operating business. EBITDA has been selected in preference to NPAT because it measures our underlying profit without the material bottom line impacts of financial uncertainties articulated in section 9 Financial outlook, including the funding of PFAS and capital restructuring.
Cost per IFR flight hour ($) *Methodology updated in line with the 2027-2031 LTPA, with revised shared cost allocation and approach costs estimated from combined tower and approach services.*	Average cost incurred by Airservices to provide airspace (enroute and approach) services for each hour of instrument flight rules (IFR) operation.	Quantitative – total enroute and approach service costs (including operating costs, depreciation and cost of capital) divided by IFR flight hours. This KPI is in Australian dollars, rolling 12-month average. Data source: SAP & Operational Data Warehouse (ODW)	Allows benchmarking to global peers in a unit-cost-to-serve metric. Provides additional insight to profitability drivers (e.g. top- or bottom-line growth).
Scope 1 & 2 carbon footprint (tCO2e)	Measures greenhouse gas emissions across direct emissions, and indirect emissions from energy usage.	Quantitative – based on procurement of fuels and electricity (i.e. power-purchase agreements). Data source: SAP, Ariba & MEX	Measures Airservices' environmental impact in driving sustainability improvements across our operations.

KPI	Description	Methodology	Rationale for KPI
Monthly NAP reporting for major airports	Publication of a monthly noise abatement procedure (NAP) compliance report for major Australian Airports.	Quantitative – completion rate of monthly reporting. Data source: internal desktop analysis	Improves transparency about Airservices' aircraft noise impacts to ensure stakeholders are regularly updated on NAP adherence. Within scope of 'minimising the impact of aircraft operations on communities' as part of our obligations in providing air traffic services.
NCIS response timeframe (days)	Standard questions and complaints submitted to the Noise Complaints and Information Service (NCIS) are responded to within a specified timeframe, including if there is an opportunity to consider an improvement.	Quantitative – timeline is reported and tracked, rolling 12-month average. Data source: noise complaints management system	Noise is a major focus of Airservices' engagement with the community, which demonstrates our ability to engage with the community in a timely manner through NCIS, within the direct control of Airservices.
ANO recommendation response time (days)	ANO recommendations are responded to within a specified timeframe. Recommendations are acknowledged, and next steps are advised back to ANO based on their direction.	Quantitative – outcomes are reported, auditable and tracked, rolling 12-month average. Data source: internal desktop analysis	Demonstrates reduced impact on community through our response to recommendations, and ensures management of external perception (e.g. signalling mechanism).
People engagement score (%)	The overall level of employee engagement reported and how happy people are at work (6-point agreement scale to the statement: 'I am happy working at Airservices').	Quantitative – collected through independent survey (6-point score recalibrated to score out of 100). Data source: externally-provided survey	Signals workplace satisfaction and culture, with high levels of employee engagement important for optimal business productivity and performance.
Lost time injury frequency rate (LTIFR) *We are exploring alternative measures for work health and safety which may result in replacing this KPI in FY2027-28.*	Number of lost time injuries (work-related incidents resulting in time off work) per one million hours worked.	Quantitative – rolling 12-month average. Data source: SAP, Integrated Risk Management (IRM), CIRRIS, Success Factors & Comcare	An industry standard measure to assess workplace safety performance.

Appendix D: Acronyms

AAM	advanced air mobility
ACCC	Australian Competition and Consumer Commission
A-CDM	airport collaborative decision making
ADS-B	automatic dependent surveillance-broadcast
AI	artificial intelligence
ANO	Aircraft Noise Ombudsman
ANSP	air navigation service provider
ARFF	aviation rescue fire fighting
ARFFS	aviation rescue fire fighting service
ATM	air traffic management
ATSB	Australian Transport Safety Bureau
CANSO	Civil Air Navigation Services Organisation
CASA	Civil Aviation Safety Authority
CASR	Civil Aviation Safety Regulation
CEO	chief executive officer
CMATS	Civil Military Air Traffic Management System
CNS	communications, navigation and surveillance
DAS	digital aerodrome services
DITRDCSA	Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts
EBIT	earnings before interest and tax
EBITDA	earnings before interest, tax, depreciation and amortisation
ENMP	Enterprise Network Modernisation Program
ESG	environment, social and governance
FIMS	flight information management system
GDP	gross domestic product
ICAO	International Civil Aviation Organization
IFR	instrument flight rules
ILS	instrument landing system
IRM	Integrated Risk Management
KPI	key performance indicator
LTIFR	lost time injury frequency rate
LTPA	Long-Term Pricing Agreement
MTOW	maximum take-off weight
NAP	noise abatement procedures
NCIS	Noise Complaints and Information Service
NM	Not meaningful
NOTAM	notice to airman
ODAS	operational data analysis suite
OP	organisational performance
PBN	performance based navigation
PFAS	per- and poly-fluoroalkyl substances
PGPA	Public Governance, Performance and Accountability
RPAS	remotely piloted aircraft systems
RTC	remote tower centre
SAF	sustainable aviation fuel
SAP	Systems, Applications & Products in Data Processing
SOE	Statement of Expectations
STEM	science, technology, engineering and maths
TOBT	target off block time
UAS	uncrewed aircraft system
ULFV	ultra-large firefighting vehicle
UPR	user preferred routing
USS	UAS service suppliers
UTM	uncrewed aircraft traffic management
WSI	Western Sydney International

Appendix E: List of Corporate Plan requirements

The Corporate Plan has been prepared in accordance with the requirements of:

- 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act)
- section 13 of the *Air Services Act 1995*.

The table below outlines each relevant requirement and where it is covered in the Corporate Plan:

Requirement	Document reference
Introduction To include the **statement of preparation**, and **the reporting period for which the Plan is prepared** and covers.	**Section 1**
Purpose **The purposes of an entity include objectives, functions or role of the entity.**	**Section 3**
Key activities **The plan must identify the key activities undertaken during the entire period of the plan in order to achieve the purposes of the entity.** A key activity is a distinct, significant program or area of work undertaken by an entity to assist in achieving the entity's purposes.	**Section 7**
Operating context **The operating context must include an overview of the following:** • the environment in which the entity will operate • the capabilities required to undertake key activities and to achieve stated purpose • the risk oversight and management system, and the key risks faced and how these will be managed • how and who the entity cooperates with to achieve its purpose.	**Section 4**
Performance **Performance measures** (and targets where practicable) showing how the organisation will measure and assess performance against achieving its purposes.	**Section 8**

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