

Thank you Chair.

I will not be tabling a formal opening statement but I do want to make a couple of introductory remarks.

I am proud to be leading this organisation which is providing essential services to the aviation industry and the travelling public.

I'd like to acknowledge the hard work of our people, including our air traffic controllers, aviation rescue fire fighters and technical staff who are delivering world class services at a time we are seeing some of the busiest periods in aviation on record.

December saw the highest Christmas holiday traffic volumes in five years, including a record 2,872 passenger flights on 18 December.

Firstly, I acknowledge there were days where there were locations where we experienced service failures. We are not as resilient as we need to be, with Sydney being an example. We are focused on investing more in this location and others and have a detailed program which will deliver improvements across the months ahead.

For context, the plan we are implementing to improve our service performance is working and has delivered significant improvements over the last 3 years.

Airservices' attribution to ground delays in 2025 was down by 81% when compared to 2023. Airspace and tower service variations were down by 72% compared to 2023.

This is due to investments we are making in recruitment and training, with 91 additional air traffic controllers endorsed over the last 12 months.

Airservices is also exploring options for funding the replacement of aged assets and investment in new assets to support the growth of aviation sector infrastructure investment.

We are happy to take questions.