Airport
Development Group



Community Investment Report

FY 2025 – 2026



Above: Oceania Athletics Championships Opening Ceremony at Poolhouse Bar & Kitchen.
Photo Credit: George Fragopoulos

Acknowledgment and Terms Used

ADG recognises Aboriginal and Torres Strait Islander peoples as distinct peoples with diverse identities, cultures, and languages across Australia.

In alignment with Northern Territory Government convention and guidance provided by ADG's Indigenous Advisory Committee, this document uses terminology in the following way:

- Aboriginal is used inclusively to refer to Aboriginal and Torres Strait Islander peoples. This term is used when referencing people, cultures, communities, and Government-named programs.
- Indigenous is used where it forms part of the formal title of a program, strategy, report, advisory group or business, and in references to employment, training, procurement and economic participation initiatives delivered under ADG's Indigenous Engagement Strategy.

Front cover: Larrakia Mayali artist Keelan Fejo with the original design for the Indigenous mural at Poolhouse Kitchen and Grill.



Contents

Terms Used	2
Glossary	3
Foreword	4
Message from the Chair, Indigenous Advisory Committee	5
Executive Summary	6
Background	8
ADG Community Investment at a Glance	10
Connectivity	**12**
Partnership Approach	14
Partnership Portfolio	14
Destination Development	16
Major Tourism and Event Partnerships	18
Darwin Airport Resorts: A Key Infrastructure Asset	24
Aboriginal Cultural Tourism, Storytelling and Sense of Place	26
Indigenous Engagement	**30**
Indigenous Engagement Strategy	31
Indigenous Advisory Committee	32
Indigenous Training Academy	34
Education, Training and Employment Pathways	40
Indigenous Business and Economic Participation	42
Caring for Country	43
Cultural Capability and Recognition	44
Looking Forward	44
Liveability	**46**
Community Giving and Grants	48
Partnerships and Community Impact	60
Community Engagement	62
Environmental Stewardship	64
Health, Connectivity and Infrastructure	66

Glossary

ADG = Airport Development Group
ASA = Alice Springs Airport
CACG = Community Aviation Consultation Group
DIA = Darwin International Airport
DRW = Darwin
IAC = Indigenous Advisory Committee
ITA = Indigenous Training Academy
NT = Northern Territory
TC = Tennant Creek
TCA = Tennant Creek Airport
TENT = Tourism and Events Northern Territory
GA = General Aviation

Foreword
Sandra de Kock, People, Culture & Community



At Airport Development Group (ADG), we know that our role extends beyond operating airports. As a major infrastructure owner, investor and community partner in Northern Australia, we have a unique opportunity to contribute to the long-term prosperity, resilience and liveability of the communities in which we operate.

This inaugural Community Investment Report shares how we are contributing to positive outcomes across the Northern Territory through our partnerships, investments and community initiatives. It highlights our commitment to supporting thriving communities and contributing to the Territory's long-term economic, social and cultural wellbeing.

Our approach is guided by three interconnected pillars: Connectivity, Indigenous Engagement and Liveability. While each pillar has a distinct focus, the greatest impact occurs where they intersect. Together, they create stronger communities, broader participation, enhanced visitor experiences and lasting economic, social and cultural value for the Territory.

Through Connectivity, we support aviation growth, tourism, destination development and major events that bring people, businesses and opportunities together. Through Indigenous Engagement, we're creating pathways for education, employment and business participation, while celebrating culture and strengthening the stories and identities that make our region unique. Through Liveability, we invest in initiatives that support community wellbeing, environmental sustainability, health infrastructure and the overall quality of life in the communities where we operate.

Many of the outcomes highlighted throughout this report sit at the intersection of these three pillars, demonstrating that meaningful and lasting impact is achieved when economic participation, community wellbeing and regional connectivity are advanced together. Whether through major events, cultural tourism initiatives, education and employment pathways or community partnerships, our investments are designed to create shared value and long-term benefits for the region.

What stands out most is the power of partnership. Working alongside Traditional Owners, community organisations, government, industry, educational institutions and local businesses, together we are creating opportunities that strengthen regional economies, expand participation, celebrate culture and contribute to a more connected, resilient and prosperous Northern Territory.

On behalf of Airport Development Group, I thank our team members, partners, stakeholders and communities for their ongoing support and collaboration. We are proud of what we have achieved together, and we're excited about the opportunities ahead as we continue to invest in the future of the Territory and its people.



Sandra de Kock
Executive General Manager, People, Culture & Community

Message from the Chair
Eddie Fry, Indigenous Advisory Committee



The 2025-26 financial year demonstrates the value that can be achieved when organisations move beyond consultation and invest in genuine partnerships, shared learning and long-term relationships.

As Chair of the Indigenous Advisory Committee (IAC), I have had the privilege of working alongside ADG's Board, Executive and Management teams, fellow Committee members, Traditional Owners, Indigenous organisations and community partners to help strengthen Indigenous engagement across the Group's operations and investments. Throughout the year, the Committee has provided strategic and cultural advice on initiatives spanning governance, cultural capability, stakeholder engagement, procurement, employment pathways, cultural storytelling and opportunities to strengthen recognition of Aboriginal culture and identity across ADG assets.

What stands out in this report is that Indigenous engagement is not being approached as a standalone program. Increasingly, it is being embedded across ADG's broader community investment activities, tourism assets, workforce development initiatives and business partnerships. This integrated approach helps create meaningful opportunities while strengthening cultural understanding and fostering deeper relationships with communities throughout the Northern Territory.

The Indigenous Advisory Committee is particularly encouraged by ADG's continued investment in education, training and employment pathways through the Indigenous Training Academy. The achievements highlighted in this report demonstrate how sustained support, mentoring and opportunity can help build confidence, capability and leadership among the next generation of Aboriginal Territorians.

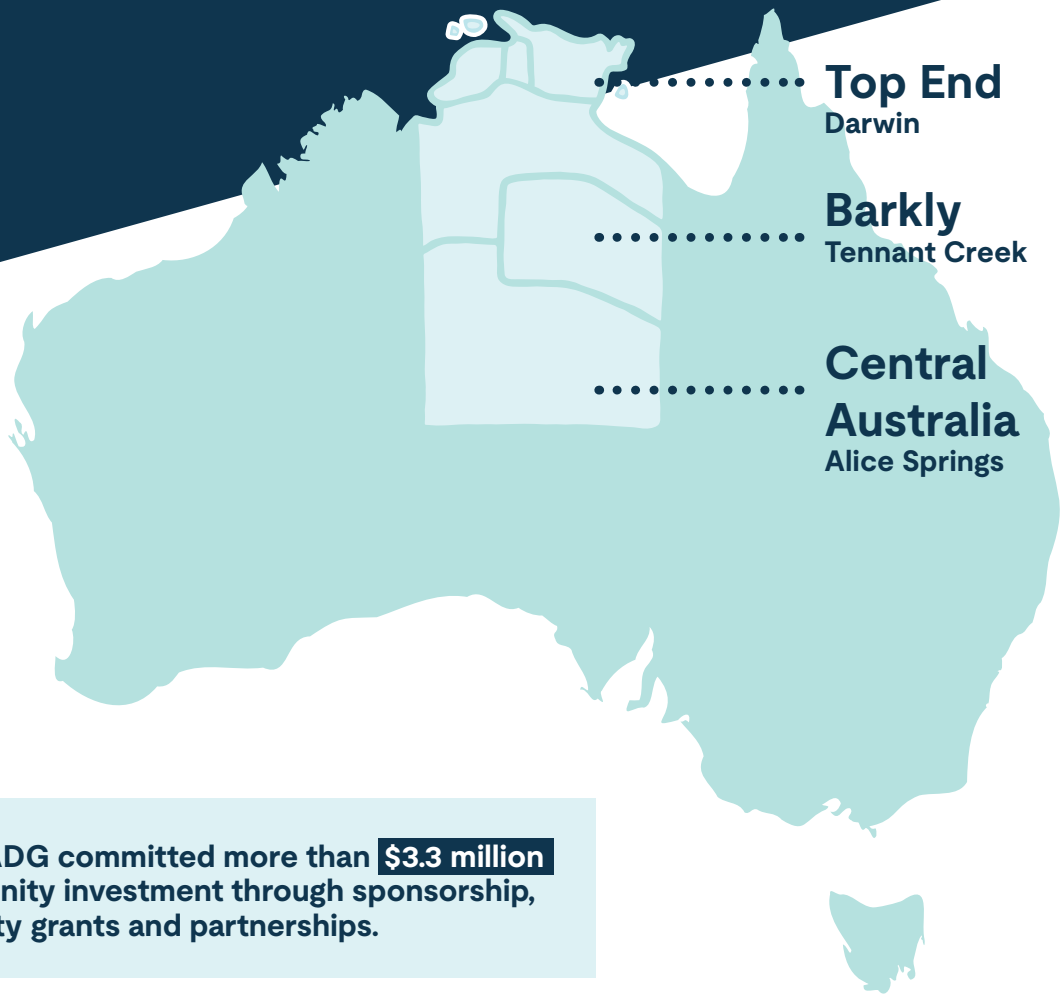
Importantly, meaningful Indigenous engagement cannot be measured solely through investment figures or participation statistics. Its success is reflected in the quality of relationships developed, the respect shown for culture, the willingness to listen, and a shared commitment to continuous improvement. These foundations are essential to building trust and creating lasting outcomes for future generations.

On behalf of the Indigenous Advisory Committee, I sincerely thank ADG's Board, Executive and employees for their ongoing commitment to Indigenous engagement and community investment. In particular, I acknowledge the leadership and dedication of the ADG team, led by Chief Executive Officer Tony Edmondstone and Executive General Manager People, Culture & Community Sandra de Kock, whose commitment continues to help turn aspiration into action. I also thank the many Traditional Owners, Elders, Indigenous organisations, businesses and community partners whose knowledge, guidance and collaboration continue to shape this work.

As Northern Australia continues to evolve, our shared challenge is not simply to increase participation, but to ensure Aboriginal people are active partners in shaping the economic, cultural and social opportunities that will define future generations.



Eddie Fry
Chair
Indigenous Advisory Committee



In FY26, ADG committed more than $3.3 million in community investment through sponsorship, community grants and partnerships.

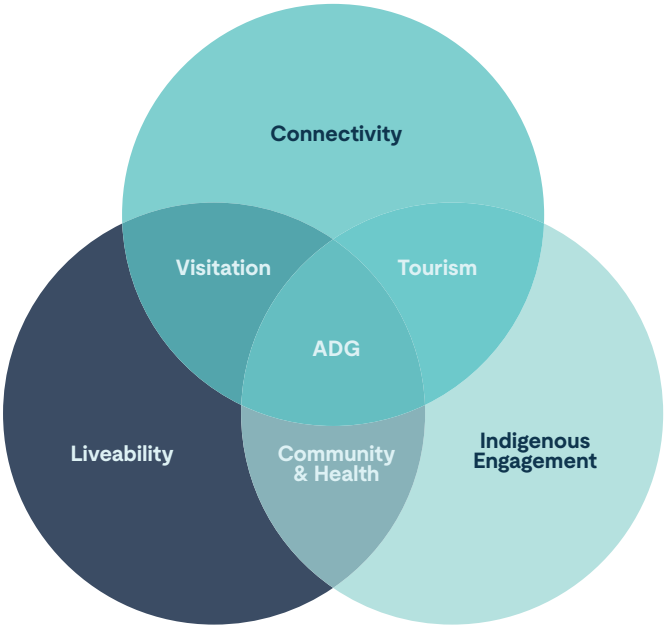
Executive Summary

Airport Development Group extends beyond airport operations. As an infrastructure provider, economic enabler and community partner, ADG invests in initiatives that strengthen the communities in which it operates and create long-term value across the Northern Territory.

This Community Investment Report provides transparency on ADG's investment, partnerships, sponsorships, grants and community initiatives, highlighting the outcomes achieved through collaboration with community organisations, industry partners, government and Aboriginal organisations.

ADG's community investment reflects our purpose of strengthening regional economies through the operation and development of airports and infrastructure, supporting opportunities for Indigenous Australians through education and employment pathways, and delivering long-term value for our investors, stakeholders and the communities we serve.

Airport Development Group: Community Impact Delivered through Three Interconnected Pillars:



Connectivity

Through improved connectivity, ADG supports visitation, investment, economic participation and access to essential services across the Territory.

Indigenous Engagement

ADG is committed to building meaningful relationships and supporting pathways that deliver positive social and economic outcomes.

Liveability

These investments help enhance community wellbeing and strengthen the places where Territorians live, work and visit.

Many of ADG's initiatives deliver outcomes across multiple pillars, reflecting the interconnected nature of community development and the importance of collaboration in creating lasting impact.

Delivered across Darwin, Alice Springs and Tennant Creek, ADG's community investments support tourism enhancement, Indigenous engagement and community and stakeholder partnerships through major events, sponsorships, workplace giving, grants and strategic collaborations.

This report highlights ADG's FY26 community investments and the partnerships that are helping strengthen communities, expand opportunities and create enduring value across the Northern Territory.

During this reporting period ADG's investment contributed to employment and training pathways for Aboriginal Territorians, strengthened regional connectivity, supported community organisations, enhanced cultural tourism experiences and helped build social, economic and environmental resilience across the Territory. Through these investments, ADG seeks not only to support activities, but to create lasting outcomes for communities, businesses and future generations.

Background
Airport Development Group

ADG is one of Northern Australia's leading infrastructure owners, operators and investors.

Headquartered in Darwin and owned by leading superannuation fund managers IFM Investors and Palisade Investment Partners, ADG manages a diverse portfolio of nationally significant assets spanning aviation, tourism, commercial property, utilities and infrastructure development.

Since acquiring the leases for Darwin International Airport, Alice Springs Airport and Tennant Creek Airport in 1998, ADG has played a vital role in connecting the Northern Territory to the rest of Australia and the world. Today, the organisation's operations extend far beyond the airport boundary, reflecting its broader purpose of creating long-term economic, social and environmental value for the communities it serves.

ADG's portfolio includes airports, hotels, commercial and industrial developments, renewable energy assets and strategic infrastructure precincts that support tourism, trade, investment, defence, agriculture, health services and major projects across Northern Australia.

Through the operation and stewardship of these assets, ADG helps facilitate the movement of people, goods, services and investment across one of the most geographically dispersed regions in the country.

As the operator of airports in Darwin, Alice Springs and Tennant Creek, ADG provides essential infrastructure that underpins economic growth, regional connectivity and community resilience. Its airports support tourism, freight, emergency services, aeromedical operations, defence activities, education and employment opportunities, ensuring that urban, regional and remote communities remain connected.

ADG's commitment to the Territory extends well beyond infrastructure. Through partnerships, sponsorships, education and training programs, community grants, arts and cultural initiatives, environmental programs and industry collaboration, the organisation invests in initiatives that strengthen communities and create opportunities for future generations.

This includes supporting employment pathways through the Indigenous Training Academy, investing in major events and destination development, strengthening access to essential health services, promoting environmental stewardship and building the long-term sustainability of the aviation sector.

ADG also works closely with governments, industry, Aboriginal organisations, community groups and local businesses to ensure its investments respond to community needs and deliver shared benefits.

For more than 25 years, ADG has been a trusted partner in the Northern Territory's growth and development. Guided by its vision to be a leader in Northern Australian airport infrastructure, ADG remains committed to investing in the people, places and partnerships that contribute to thriving, resilient and connected communities.

This report showcases the breadth of ADG's community investment activities and highlights the lasting impact these partnerships continue to have across the Northern Territory.



Darwin International Airport runway.

- **Creating** education, training and employment pathways through the Indigenous Training Academy;
- **Supporting** tourism, events, arts and culture through Darwin Airport Resorts and destination partnerships;
- **Investing** in community grants, sponsorships and partnerships;
- **Supporting** critical health infrastructure and aeromedical services; and
- **Delivering** initiatives that contribute to environmental stewardship and regional development.

ADG also works closely with the aviation sector to support the industry's long-term sustainability, this includes with through initiatives such as the Darwin International Airport General Aviation Operator Community Rebate, which assists operators delivering essential services throughout the Northern Territory.

As the operator of nationally significant infrastructure, ADG remains committed to strong engagement with governments, industry, Aboriginal organisations, businesses, community groups and stakeholders. Community Aviation Consultation Groups also provide an important forum for information sharing, collaboration and feedback.

Over the last two decades, ADG has invested in the communities in which it operates, creating opportunities that deliver lasting economic and social benefits. This reporting period highlights the partnerships, investments and initiatives undertaken and demonstrates ADG's ongoing commitment to strengthening the Northern Territory for future generations.



ADG Community Investment at a Glance

Through strategic partnerships, sponsorships, grants, education pathways, infrastructure investment and community programs, ADG is creating long-term social, economic and cultural value across the regions in which it operates.

During FY26, ADG invested more than $3.3 million in initiatives that strengthen regional connectivity, support Indigenous participation, enhance tourism opportunities and contribute to stronger, more resilient communities.

This investment reflects ADG's commitment to ensuring the benefits generated by its operations are shared across Darwin, Alice Springs, Tennant Creek and the broader Territory.

The breadth of this investment demonstrates ADG's role as more than an airport operator. It reflects the organisation's commitment to supporting communities, creating opportunities and strengthening the social and economic fabric of Northern Australia.

FY 2025 – 2026 Community Investments: Snapshot

Indicator	Outcome
Total community investment	$3.3 million
Initiatives, grants, sponsorships and partnerships supported	157
Regions supported	3
Community and stakeholder initiatives	$1.65 million
Tourism enhancement initiatives	$898,000
Indigenous engagement initiatives	$856,000



Australian Region Remote Community Services | ADG Community Grant Recipient.

Investment by Strategic Focus Area

Investing in initiatives that deliver lasting social, cultural and economic benefits across the Northern Territory.

Investment has been directed across four key areas:

Total ($) by Key Focus Area



- Tourism Enhancement **28%**
- Indigenous Engagement **26%**
- Community and Stakeholder Support **10%**
- General Aviation - Community Rebate **36%**

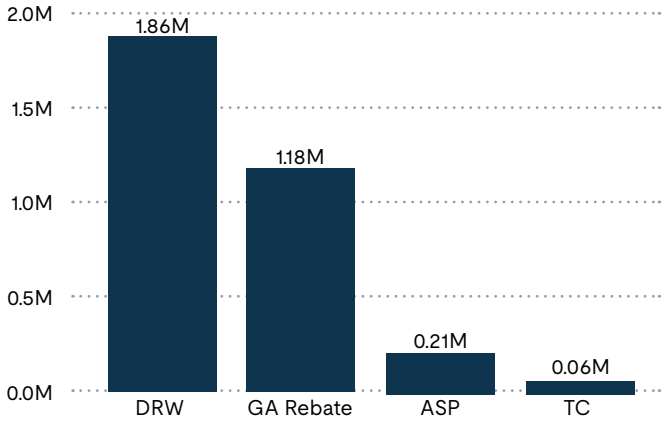
Commenced November 2025.

ADG's FY26, community investment was directed across four priority areas supporting communities, tourism, Indigenous engagement and regional connectivity.

Investment by Region

Delivering meaningful investment across every community in which ADG operates.

Investment has been distributed across Darwin, Alice Springs and Tennant Creek, with Territory-wide initiatives and airport-based programs creating benefits across the Northern Territory.



Distribution of ADG investment across Darwin, Alice Springs, Tennant Creek, and General Aviation projects.

$3.3m
Invested across the Northern Territory

157
Initiatives and partnerships supported

$1.2m
Invested in general aviation

3
Regions supported across Darwin, Alice Springs and Tennant Creek



Alice Springs Airport runway.

Connectivity

Connectivity lies at the heart of life in the Northern Territory. Across one of the world's most geographically dispersed regions, strong connections between people, communities, services and opportunities are essential to economic growth, social wellbeing and community resilience.

For many Territorians, particularly those living in regional and remote areas, aviation is far more than a means of transport. It provides access to healthcare, education, employment, tourism, business opportunities and emergency services, ensuring communities remain connected regardless of distance.

As the operator of Darwin International Airport, Alice Springs Airport and Tennant Creek Airport, ADG plays a vital role in strengthening these connections. Through investment in aviation growth, tourism development, major events, strategic partnerships and supporting infrastructure,

ADG helps connect the Northern Territory to national and international markets while creating long-term opportunities for businesses, visitors and communities.

Connectivity also strengthens ADG's other community investment pillars of Indigenous Engagement and Liveability, supporting cultural tourism, economic participation, regional development and more resilient communities across the Territory.

Tourism Enhancement Snapshot

- Approximatively $1 million invested
- Thirty-one partnerships supported
- More than 40 events delivered
- Ten major Tourism Events NT (TENT) and Northern Territory Major Events Company (NTMEC) events supported
- Three Northern Territory regions supported



Partnership Approach

ADG supports tourism, cultural, sporting and community initiatives through strategic partnerships, sponsorships and in-kind support.

In addition to financial contributions, ADG leverages its airports, accommodation assets, marketing platforms and operational expertise to maximise the impact of supported initiatives.

Support may include:

- Accommodation at Darwin Airport Resorts;
- Terminal advertising and promotions;
- Social media and digital campaigns;
- Airport activations and welcome experiences;
- Cultural performances and Welcome to Country ceremonies;
- Hosting events, functions and delegates.

This integrated approach strengthens connectivity, enhances visitor experiences and supports long-term economic and community outcomes across the Northern Territory.

Partnership Portfolio

In FY26, ADG supported more than 30 partnerships spanning tourism, Indigenous engagement, sport, arts, culture and community development.

These partnerships contributed to more than 40 events and initiatives across the Northern Territory, strengthening visitation, economic activity and community connections.

Key partners included:

- Darwin Festival;
- Darwin Symphony Orchestra;
- Northern Territory Cricket
- Oceania Athletics Association
- Tourism and Events Northern Territory (TENT formerly NTMEC);
- Tourism Top End; and
- Tourism Central Australia.





2026 Oceania Athletics Championships in Darwin.
Photo Credit: Oceania Athletics Association



Darwin International Airport Terminal



Destination Development

Since 2022, ADG has invested:

- More than $40 million in tourism infrastructure and visitor experiences; and
- More than $30 million in Darwin International Airport terminal upgrades.

$70M+ total infrastructure investment since 2022

Investments across Darwin International Airport have included:

- Security and passenger processing upgrades;
- Baggage handling improvements;
- Precinct landscaping and beautification;
- Lighting, shading and wayfinding enhancements; and
- Improvements to visitor facilities and amenities.

These investments strengthen connectivity, improve the visitor experience and support long-term growth in tourism and aviation.



Darwin Festival Park, 2025.
Photo Credit: Georgia Politis

Major Tourism and Event Partnerships

Purpose: To attract visitors, stimulate economic activity and strengthen aviation connectivity across the Northern Territory.

Northern Territory Supported Initiatives

Supported initiatives across Darwin/Top End, Alice Springs/Central Australia and the Barkly.

SPORT

Supported Events	
Top End T20 Cricket Series	AFL: Gold Coast Suns v St Kilda Saints
AFL: Melbourne Demons v GWS Giants (Alice Springs)	AFL: Gold Coast Suns v Port Adelaide Power
2026 Oceania Athletics Championships	NRL: Dolphins v Penrith Panthers
Million Dollar Fish Competition	Worlds Hottest 7s Rugby Tournament
MXGP	

ARTS & CULTURE

Darwin / Top End	Alice Springs / Central Australia & Barkly
Darwin Festival	Parrtjima
Darwin Aboriginal Art Fair	fabALICE
BASSINTHEGRASS	Beanie Festival
Darwin Fringe Festival	Henley-on-Todd Regatta
Darwin Street Art Festival	Alice Springs Show
	Desert Harmony Festival (Barkly)

Regional Partnerships and Memberships

- Tourism Top End
- Tourism Central Australia

Regional Impact

- Increased visitation and aviation demand.
- Strengthened regional economies.
- Enhanced national and international exposure for the Northern Territory.
- Created opportunities for communities across the Top End, Central Australia and the Barkly.



Sport

Cricket, Top End T20 Series (August 2025)

Purpose: Strengthen sports tourism, grow visitation and build Darwin's profile as a destination for major sporting events.

ADG support

- Strategic partnership with NT Cricket.
- Accommodation: Darwin Airport Resorts – players, officials and fan base
- Airport branding and promotional activities.
- Visitor and delegate experiences.

Impact

- Increased visitor numbers and aviation demand.
- Supported the attraction of international fixtures.
- Contributed to securing Darwin' first men's T20 international cricket match between Australia and South Africa.
- An estimated global audience of 54 million people.



Top End T20 Series.

2026 Oceania Athletics Championships (May 2026)

Purpose: Showcase Darwin's capability to host major international events.

ADG support

- Terminal activations and welcome experiences.
- Accommodation: Darwin Airport Resorts – athletes, dignitaries, officials and delegates.
- Destination branding and event promotion.

Impact

- Participants from 24 nations.
- More than 860 athletes and 250 officials.
- Approximately 98 per cent of participants travelled through Darwin International Airport.
- Increased international exposure and economic activity.

24
Nations Represented at the Championships

860+
Athletes Participated

250+
Officials Attended

30m
Estimated global audience reach

Art and Culture

Highlight: Darwin Street Art Festival and Indigenous Art Trail. Showcasing Aboriginal Art Culture Through Tourism and Place

Purpose: Celebrate Aboriginal culture while strengthening tourism and placemaking initiatives.

ADG support

- Delivery of the Indigenous Art Trail.
- Artist engagement and community events.
- Cultural tourism experiences.
- Development of merchandise featuring local artwork.

Impact

- Increased visibility of Aboriginal culture and storytelling.
- Expanded opportunities for Aboriginal artists.
- Enhanced the visitor experience at Darwin Airport Resorts.

Highlight: Desert Harmony Festival - Tennant Creek

Purpose: Strengthen regional connectivity, cultural identity and community pride.

ADG support

- Financial support for festival activities.
- Promotion of the Barkly region.
- Ongoing investment in Tennant Creek initiatives.

Impact

- Strengthened local participation and cultural engagement.
- Extended the benefits of tourism and connectivity beyond major centres.





The Poolhouse and water tower murals at Darwin Airport Resort.



Darwin Airport Resort Precinct.

Darwin Airport Resorts

A Key Infrastructure Asset

Darwin Airport Resorts is a strategic tourism asset within ADG's portfolio, supporting visitation, major events, business travel and destination development across the Northern Territory.

Following the acquisition of three airport hotels in 2022, ADG established Darwin Airport Resorts as an integrated accommodation, hospitality and events precinct located adjacent to Darwin International Airport. Centred around a 65-metre tropical pool, the precinct brings together accommodation, conference facilities, dining experiences and cultural tourism attractions in a single destination.

During FY26, the resort continued to strengthen its role as a gateway to the Territory, supporting major events, conferences and community activities. The opening of the Poolhouse Bar & Kitchen in late 2025, enhanced the visitor experience, while planning continued for an Airport Precinct RV Park to support the growth of drive tourism.

The precinct also plays an important role in ADG's broader community investment program, providing accommodation, event spaces and hospitality services that support industry, cultural and sporting partnerships across the Territory.

Receiving three Hospitality NT Awards for Excellence during FY 2026 highlighted the quality of the resort's accommodation offering, redevelopment program and outdoor event facilities.



3
Hospitality NT awards for excellence



65m
Tropical pool precinct



Gateway accommodation precinct adjacent to Darwin International Airport

Aboriginal Cultural Tourism, Storytelling and Sense of Place

Aboriginal culture is one of the Northern Territory's greatest strengths and a defining element of the visitor experience. Through partnerships with Traditional Owners, artists and community organisations, ADG creates opportunities for visitors to connect with the stories, cultures and landscapes that make the Territory unique.

Across Darwin Airport Resorts and ADG's airport terminals, public art, cultural interpretation and storytelling initiatives have been incorporated to create a strong sense of place from the moment visitors arrive.

5
Large-scale Indigenous Art Trail murals

1
Gurambai Cultural Trail partnership with Larrakia Nation

2026
Completion of the Indigenous Art Trail



Celebrating Territory Stories Through Art and Place

Darwin Airport Resorts is home to the Indigenous Art Trail, featuring five large-scale murals created by Northern Territory artists. Together, the artworks transform the precinct into an immersive cultural experience that celebrates Country, identity and storytelling.

During FY26, the final mural, *Manimunak Narmangol Gujokenor (Magpie Geese and Barra in the Wet*), by Larrakia and Mayali artist Keelan Fejo, was completed, marking the culmination of a multi-year placemaking initiative.

Combined with cultural interpretation through Darwin International and Alice Springs Airports, the trail encourages visitors to explore the people, stories and landscapes that define the Territory.



Artists and family representatives at the Indigenous Art Trail launch.

Gurambai Cultural Trail

Developed in partnership with Larrakia Nation and officially opened in 2024, the Gurambai Cultural Trail provides visitors, conference delegates, school groups and community members with opportunities to engage with Larrakia culture and Country.

The trail combines storytelling, cultural interpretation and place-based learning to create an authentic connection to the Traditional Owners of the Darwin region. Through guided experiences delivered in partnership with Larrakia Nation, visitors gain a deeper understanding of Larrakia history, knowledge and continuing connection to Country.

The project reflects ADG's commitment to meaningful engagement with Traditional Owners and demonstrates how tourism experiences can strengthen cultural understanding while creating lasting community value.



Hotel Villa Honourees

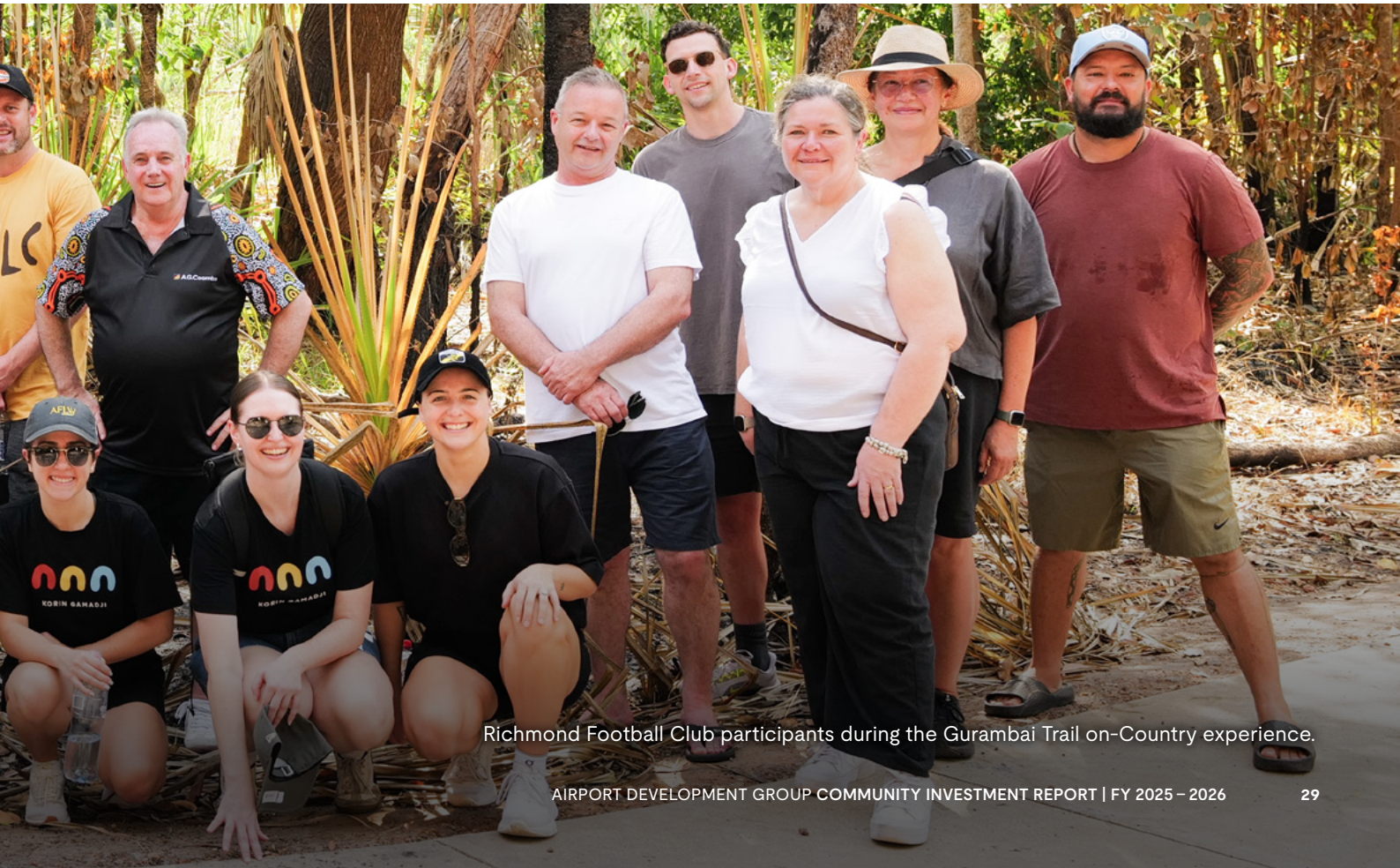
Cultural storytelling extends throughout the precinct through the Hotel Villa Honouree program, which recognises Aboriginal and non-Aboriginal Territorians whose leadership, service and achievements have helped shape the Northern Territory.

Each villa shares the story of an individual whose contribution has influenced Territory communities, creating a distinctive accommodation experience that connects visitors with the people, history and identity of the region.

Visitors can access additional information about the Indigenous Art Trail, Gurambai Cultural Trail, Hotel Villa Honourees and other cultural experiences through QR-enabled interpretation content located throughout the precinct. The platform provides opportunities to learn more about the artists, stories, people and places that contribute to the cultural identity of Darwin Airport Resorts and the wider Northern Territory.

Together, the Indigenous Art Trail, Gurambai Cultural Trail and Hotel Villa Honouree program reinforce ADG's commitment to celebrating the Northern Territory's unique cultural heritage while strengthening the visitor experience and fostering a deeper sense of place.

Scan to learn more about ADG's Cultural asset at Darwin Airport Resorts.



Richmond Football Club participants during the Gurambai Trail on-Country experience.

Indigenous Engagement

ADG's commitment to Indigenous engagement is focused on creating meaningful opportunities that strengthen participation, capability and economic independence for Indigenous Australians.

Since acquiring the leases for Darwin International Airport, Alice Springs Airport and Tennant Creek Airport in 1998, ADG has supported and celebrated Indigenous culture, art, talent and enterprise across its operations.

This commitment was strengthened in 2021 through the establishment of the Indigenous Advisory Committee (IAC), the Indigenous Training Academy (ITA), targeted employment and procurement initiatives, expanded cultural learning and partnerships with Indigenous organisations and communities.

ADG's Board-endorsed Indigenous Engagement Strategy, established in 2023, provides the framework for this work, with a focus on relationships, participation, employment and positive outcomes for Indigenous communities.

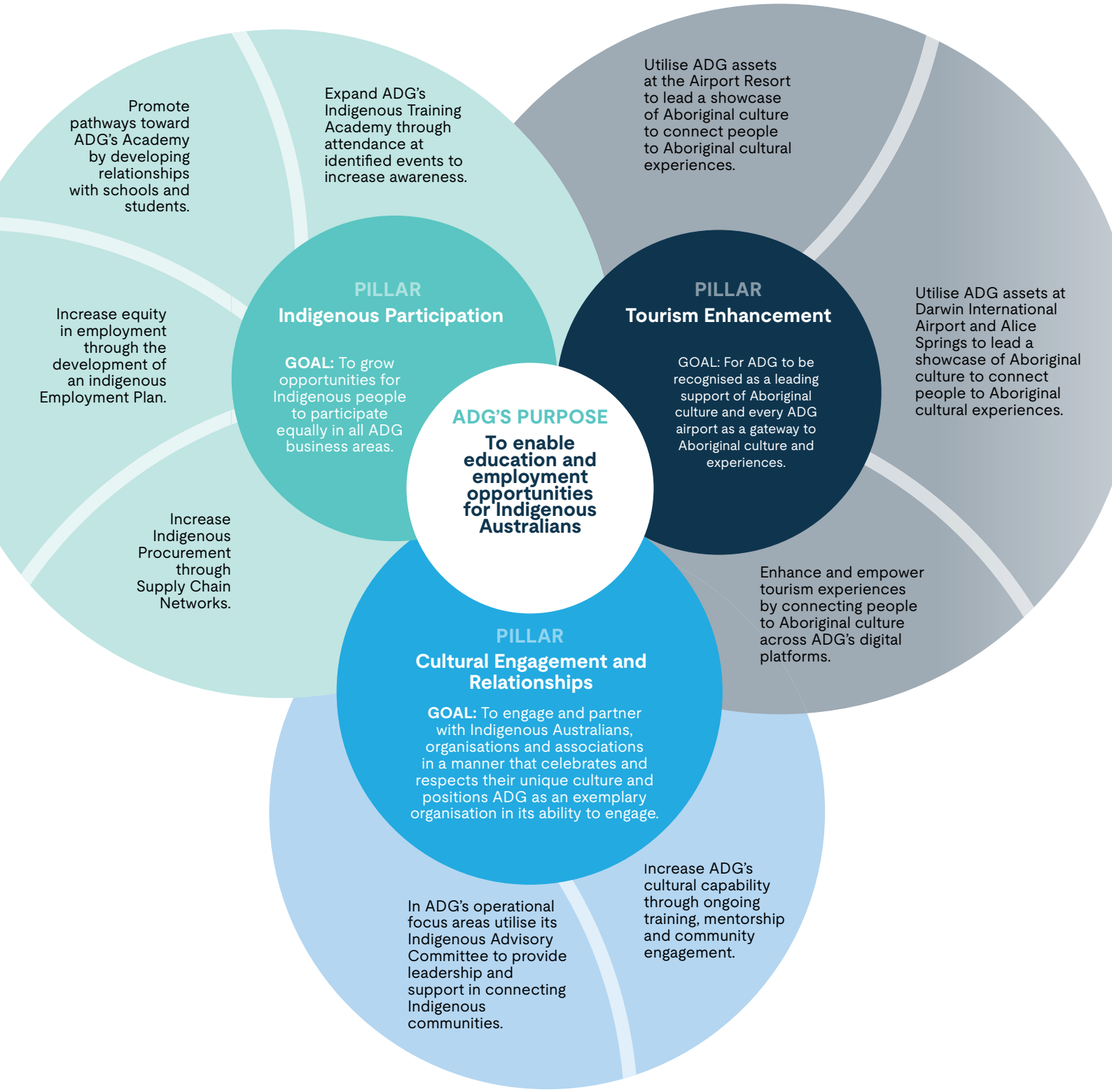
In FY26, ADG invested approximately $1.1 million in initiatives supporting education, training and employment opportunities for Indigenous Australians, with the majority supporting the Indigenous Training Academy.

This figure reflects ADG's targeted investment in Indigenous education, training and employment programs and is separate from the Indigenous Engagement category reported within ADG's broader community investment portfolio, which captures direct community investment expenditure.

Through programs that leverage ADG's workforce, procurement network, tourism assets and community partnerships, this investment helps build skills, confidence and sustainable career pathways while creating broader opportunities for Indigenous participation and economic inclusion.

FY 2025 – 2026 Indigenous Engagement: At A Glance

Area	Outcome
Investment in Indigenous education, training and employment initiatives	**~$1.1 million**
Indigenous Training Academy trainees	**17**
Academy study disciplines	**7**
Academy work areas	**9**
Academy graduates since inception	**17**
Indigenous employees across ADG and The Resorts	**20**
Indigenous workforce representation	**7.8%**
Indigenous procurement target	**2.5%**
Indigenous contractors engaged since October 2023	**18**
Indigenous contractors	**8**
Indigenous cultural training – e-learning participants	**50**
Indigenous cultural training – face-to-face participants	**20**
ACCUs purchased through Aboriginal-owned organisation	**563**



Indigenous Engagement Strategy (Figure)

Indigenous Advisory Committee

ADG recognises that meaningful Indigenous engagement must be informed by Indigenous perspectives and cultural knowledge.

The Indigenous Advisory Committee (IAC), established in 2022, provides strategic and cultural advice to support the implementation and evolution of ADG's Indigenous Engagement Strategy. The Committee helps shape ADG's approach to Indigenous participation, cultural recognition, workforce development, procurement and community engagement, ensuring Indigenous perspectives inform both operational activities and long-term organisational priorities.

The Committee brings together cultural knowledge from across the Northern Territory and supports ADG to build stronger relationships with Indigenous organisations, businesses and communities.

During FY26, the IAC contributed to the review of Aboriginal and Indigenous terminology, development of cultural training resources, formalisation of Welcome to Country and Acknowledgement of Country protocols and a refresh of its governance framework.

The Committee also provided advice on strengthening cultural storytelling and sense of place across ADG assets, including opportunities to incorporate Larrakia place names, language and storytelling at Darwin International Airport and Darwin Airport Resorts.

This work aligns with ADG's broader cultural tourism and placemaking initiatives, including the Indigenous Art Trail, Gurambai Cultural Trail, Hotel Villa Honouree program and cultural interpretation across ADG assets, helping strengthen sense of place while creating opportunities for cultural participation and economic development.

IAC: FY2026 focus

Focus Area	Contribution
Cultural protocols	Reviewed Welcome to Country and Acknowledgement of Country practices
Cultural capability	Supported development and review of cultural learning resources
Governance	Refreshed Committee Terms of Reference and supporting governance documents
Cultural storytelling	Advised on Larrakia place names, language and storytelling across ADG assets
Stakeholder relationships	Supported a longer-term approach to engagement with Indigenous organisations, businesses and communities
Indigenous voice	Provided cultural and strategic advice across ADG projects and initiatives

Indigenous Advisory Committee Membership

Member	Traditional / Cultural Affiliation
Eddie Fry (Chair)	Wadaman and Dagoman
David Kurnoth	Larrakia
Nicole Brown	Larrakia
Charlie King	Gurindji
Michael Liddle	Alyawarre
David Curtis Snr (retired March 2025)	Warumungu



ADG Indigenous Advisory Committee members with Keelan Fejo.



Indigenous Training Academy

The Indigenous Training Academy (ITA) is central to ADG's approach to Indigenous participation.

The Academy combines formal education, paid employment, practical workplace experience, mentoring and holistic support, allowing trainees to earn while they learn and develop the confidence and skills needed to build sustainable careers.

In FY26, the Academy reached its highest participation level, with 17 trainees across seven study disciplines and nine work areas spanning Darwin International Airport, Darwin Airport Resorts and the ADG Corporate Office.

The Academy is delivering outcomes that extend beyond completion of a qualification. Since inception, 17 trainees have graduated, with graduates progressing into further qualifications and employment across government, education, hospitality and private industry.

During FY26, three graduates secured full-time employment outside ADG, while four graduates progressed to advanced qualifications. One trainee also completed a three-year apprenticeship to become a qualified chef. With one exception due to health reasons, every Academy graduate remains in full-time employment with ADG or another organisation, or has progressed to further qualifications while continuing to work part-time with ADG.



ITA first aid training participants.

Indigenous Training Academy: Key Outcomes

Measure	Outcome
Current trainees	**17**
Study disciplines	**7**
Work areas	**9**
Graduates since inception	**17**
Graduates securing external employment during FY26	**3**
Graduates progressing to advanced qualifications	**4**
Apprenticeships completed	**1**
Graduate employment/further study outcome	**95%**



Supporting the Whole Person

ADG's approach recognises that successful employment outcomes require more than training alone.

The ITA provides a holistic support model combining workplace experience and formal qualifications with mentoring, cultural safety, leadership development and practical assistance throughout the employment journey.

Flexible work arrangements allow trainees to earn an income while studying and help reduce barriers that can otherwise prevent young people from completing education or entering the workforce.

Mentoring remains a key component of the program. External mentoring through Tanyah Nasir Consulting continued through fortnightly 90-minute sessions for Indigenous trainees and employees, addressing topics including financial management, budgeting, mental health, job applications and giving back to the community.

All trainees also participate in the Rise Up mentorship program, focused on confidence, networks, retention, resilience, cultural safety and skills development. Increasingly, experienced trainees and graduates are taking on mentoring roles themselves, creating a cycle in which investment in one generation helps support the next.



ITA trainees, mentors and partners.

Holistic support model

Support	Outcome
Paid employment	Enables trainees to earn while they learn
Formal qualifications	Builds recognised skills and career pathways
Workplace experience	Connects learning with practical employment
External mentoring	Provides ongoing personal and professional support
Rise Up program	Builds confidence, resilience, networks and cultural safety
Peer mentoring	Enables experienced trainees and graduates to support others
First aid training	All trainees equipped to undertake first responder roles within their teams

Building the Next Generation of Indigenous Leaders

ADG's objective is not simply to create entry-level employment opportunities, but to support Indigenous Territorians to develop the confidence, skills and experience to progress throughout their careers.

The achievements of ITA participants during FY26 demonstrate the potential that can be unlocked when young people receive structured training, mentoring and genuine workplace opportunity.

Three trainees were nominated for the 2026 GTNT Trainee of the Year Award, with participants also recognised through Hospitality NT, GTNT and Young Achiever awards.

The experience of trainees such as Connor Hopkins demonstrates the broader impact of this approach.

After completing a Certificate III in Hospitality, Connor progressed to full-time employment at Darwin Airport Resorts and is undertaking a Diploma of Hospitality Management.

He now mentors newer trainees and participates in work tours, sharing his experience with young people considering employment pathways.

His progression demonstrates how individual opportunity can develop into leadership, mentoring and role modelling for the next generation.

Recognition of ITA achievement

Achievement	Outcome
National recognition	AAA National Airport Industry Awards: Diversity, Equity and Inclusion Leadership Award
GTNT Trainee of the Year	3 trainees nominated
GTNT finalist	1 trainee progressed to final two
Hospitality NT recognition	Trainees recognised as finalists/semi-finalists
Industry collaboration	ADG and GTNT finalists for NT Training Awards Industry Collaboration Award



ITA trainees with the Australian Airports Association Inclusion, Equity and Diversity Award.



Celebrating the 2026 ITA graduates.

Education, Training and Employment Pathways

ADG's commitment extends beyond employment within its own organisation to creating pathways into the broader Northern Territory economy.

As at 30 June 2026, ADG and The Resorts employed 20 Indigenous team members, representing 7.8% of the workforce, across operational, technical, administrative and leadership roles.

Academy graduates are also progressing into employment outside ADG, contributing to a growing pipeline of skilled Indigenous professionals across government, education, hospitality and private industry.

School and student engagement is an important part of developing this future workforce pipeline.

During FY26, ADG worked with the Melbourne Indigenous Transition School, Apprenticeships Australia and Stars Girls Academy to provide students with information sessions, presentations and site visits covering vocational education, training and employment opportunities.

Fourteen applications for 2026 training positions were subsequently received from the Stars Girls Academy cohort. ADG also strengthened pathways with Indigenous employment and workforce organisations including ESI, Jobs4Mobs, Ironbark, GTNT, Mission Australia, Anglicare and Saltbush.

7.8%
Indigenous Employment

95%
of Graduates in FT employment or study

77%
VOC completion rate



Employment pathway activity

Initiative	Outcome
Indigenous workforce	20 employees / 7.8% of workforce
Melbourne Indigenous Transition School	Student engagement and ITA pathway exposure
Apprenticeships Australia	School engagement across multiple NT secondary schools
Stars Girls Academy	Site visit and presentations; 14 applications for 2026 positions
Indigenous employment providers	Engagement with ESI and Jobs4Mobs
Recruitment pathways	Ironbark, GTNT, Mission Australia, Anglicare and Saltbush

Indigenous Business and Economic Participation

Procurement is an important mechanism for increasing Indigenous economic participation, building business capability and creating opportunities for sustainable growth.

ADG has established a target of 2.5% Indigenous procurement across capital and operational works.

While expenditure remained below target in FY26, the year focused on building the systems, supplier visibility and partnerships needed to improve future outcomes.

A significant milestone was ADG becoming a Supply Nation member on 30 April 2026, improving access to verified Indigenous suppliers.

ADG also strengthened supplier identification and reporting, progressed a Preferred Contractor Framework with a focus on pre-qualifying Indigenous businesses, and proactively shared Indigenous and Territory-based business capability statements with project and operational teams.

Since October 2023, ADG has engaged 18 Indigenous contractors, representing approximately 5% of its vendor base.

Indigenous Procurement: Key Commitments and Progress

Area	Commitment / Progress
Indigenous procurement target	2.5% of capital and operational works
Supply Nation	Membership established 30 April 2026
Indigenous contractors since Oct 2023	18
Indigenous contractors active in FY2026	8
Preferred Contractor Framework	In development, with focus on Indigenous businesses
Supplier visibility	Indigenous ownership, certification and registration details now captured in procurement systems
Future focus	Increase Indigenous participation in planning, procurement and project delivery

Procurement Creating Broader Community Impact

ADG is seeking to use procurement not only to purchase goods and services, but to create broader opportunities for business development, market access and cultural participation. A strong example is the commissioning of a large-scale mural at Darwin Airport Resorts by Larrakia and Mayali artist Keelan Fejo.

The project provided an Indigenous-owned creative business with a major commercial commission and a highly visible platform for cultural storytelling at a key Northern Territory tourism gateway.

The opportunity has the potential to extend beyond the original artwork, with Darwin Airport Resorts exploring opportunities for artist-designed merchandise and other products.

This demonstrates ADG's broader ambition for Indigenous procurement: to create commercial credentials, increase market exposure, diversify income opportunities and support longer-term business development while enhancing the cultural experience of ADG's tourism assets.

Caring for Country

ADG's Indigenous engagement also contributes to environmental stewardship and connection to Country. During FY26, ADG purchased and surrendered 563 Australian Carbon Credit Units (ACCUs) through the Aboriginal Carbon Foundation, a 100% Aboriginal-owned, Supply Nation-certified organisation based in Alice Springs.

The credits were generated through the Karlantijpa North Savanna Burning Project in the Northern Territory and supported Aboriginal ranger employment, traditional knowledge, cultural connection and biodiversity outcomes while contributing to ADG's pathway towards its net zero emissions target.

ADG continues to work with the Larrakia Aboriginal Corporation, with Larrakia Rangers remaining ADG's primary environmental management contractor across the Darwin Airport estate.

Their work includes weed management, fire mitigation, revegetation and trail maintenance, supporting the protection of cultural and environmental values. Engagement with Lhere Artepe Aboriginal Corporation is strengthening around future opportunities at Alice Springs Airport.

Indigenous Environmental Partnerships

Initiative	Community / Environmental outcome
Karlantijpa North Savanna Burning Project	563 ACCUs surrendered
Aboriginal Carbon Foundation	100% Aboriginal-owned supplier
Aboriginal ranger employment	Supports employment and connection to Country
Traditional knowledge	Supports early dry-season burning and cultural knowledge transfer
Larrakia Rangers	Weed management, fire mitigation, revegetation and trail maintenance
Gurambai Cultural Trail	Supports cultural tourism and connection to Country
Lhere Artepe Aboriginal Corporation	Building future collaboration at Alice Springs Airport

Cultural Capability and Recognition

Cultural understanding is an important foundation of ADG's Indigenous engagement. Cross-cultural training has been mandatory since 2021 and continued throughout FY26, with 50 team members completing e-learning and 20 participating in face-to-face training, including seven Darwin Airport Resorts managers.

In response to the needs of its diverse workforce, ADG also worked with Aboriginal-owned Cross-Cultural Consultants to develop a tailored Cultural Learning Resource to support culturally inclusive service delivery and workplace understanding.

ADG continued to create opportunities for cultural recognition and participation through NAIDOC Week activities, including a luncheon bringing together Indigenous employees, trainees and Elders, participation in the Darwin NAIDOC March, morning teas in Alice Springs and Cairns, and a networking event connecting Indigenous suppliers and employment organisations.

ADG will further demonstrate its commitment to recognising Indigenous achievement by becoming a Bronze Sponsor of the National NAIDOC Awards in 2026.

Cultural Engagement

Initiative	Outcome
Mandatory cultural training	Continued across ADG
E-learning	50 team members
Face-to-face training	20 team members
Darwin Airport Resorts manager training	7 managers
Tailored Cultural Learning Resource	Developed for diverse workforce and future onboarding
NAIDOC Week	Luncheon, March, regional activities and supplier/ employment networking
National NAIDOC Awards	Bronze Sponsor in 2026

Looking Forward

ADG's Indigenous Engagement Strategy provides a foundation for creating lasting opportunities across employment, education, procurement, cultural participation and community partnerships.

The next phase will focus on converting the systems and relationships established during FY26 into measurable outcomes, including increasing Indigenous employment and career pathways, strengthening Indigenous business participation, expanding partnerships and continuing to build cultural capability across the organisation.

The ambition is to create opportunities that extend beyond an individual program, job or procurement activity.

Looking ahead, ADG will continue to focus on increasing Indigenous workforce participation, strengthening Indigenous business engagement, deepening relationships with Traditional Owners and community partners, and creating pathways that support long-term economic, cultural and social participation. As Northern Australia continues to evolve, ADG remains committed to ensuring Aboriginal people are active participants in shaping future opportunities across the regions in which it operates.



Darwin Airport Resort leaders with ADG's new Cultural Learning Resource.



Liveability

Liveability is about creating the conditions in which people and communities can thrive. For ADG, this means investing in initiatives that strengthen community wellbeing, inclusion, resilience, connection and opportunity across the Northern Territory.

Through community investment, partnerships, workplace giving, environmental stewardship, education and training, tourism and hospitality, and support for essential infrastructure, ADG works with governments, Traditional Owners, community organisations, industry and local stakeholders to deliver outcomes that benefit people and places. Initiatives supported respond to local priorities across the Top End, central Australia and the Barkly.

This includes support for health and wellbeing, education, sport and recreation, arts and culture, Indigenous engagement and environmental initiatives, alongside investment in infrastructure and services that contribute to the long-term resilience of regional and remote communities.



The new RFDS and St John Ambulance facility at Tennant Creek Airport.

ADG's Contribution to Liveability

Area of Contribution	ADG Commitment and Approach
Community Giving and Grants	Supporting grassroots organisations and communities through community grants, workplace giving, donations, employee-led initiatives and in-kind support that respond to local priorities and create positive social outcomes.
Partnerships and Community Impact	Building long-term partnerships and sponsorships that support education, health and wellbeing, culture, sport, recreation, economic development and opportunities for Territorians and local communities.
Community Engagement	Working with community organisations, governments, Traditional Owners, industry and local stakeholders to understand priorities, build trust, support collaboration and inform decision-making.
Environmental Stewardship	Investing in renewable energy, emissions reduction, conservation, climate resilience and sustainable land management to support healthy environments and sustainable communities.
Health, Connectivity and Infrastructure	Using ADG's airports, tourism assets and commercial capabilities to support regional connectivity, essential services, health infrastructure, economic activity and community resilience across the Northern Territory.

Community Giving and Grants

ADG's community giving reflects a commitment to supporting organisations that are making a difference in their communities. Support is delivered through community grants, workplace giving, donations, employee participation and in-kind contributions, allowing ADG to respond to both grassroots priorities and broader community needs. Together, these initiatives provide practical support to organisations and individuals while strengthening community wellbeing, participation and resilience across the Northern Territory.

Community Grants Program

ADG launched its Community Grants Program in 2024 to provide direct support to grassroots organisations delivering locally led projects across the Northern Territory.

Across its first four rounds, the program has awarded 40 grants, supporting initiatives across health and wellbeing, education, Indigenous engagement, arts and culture, sport and recreation, and the environment.

In FY26, ADG awarded $37,965 across 20 grants, bringing total grant funding since the program commenced to $74,882, supported by a further $15,894 in-kind assistance.

Community Grants at a Glance

Commitment	FY26	Since 2024
Grants awarded	20	40
Grant funding	$37,965	$74,882
In-kind support	$2,194	$15,894

ADG employees also engage directly with grant recipients through community events, presentations and program activities. This helps build relationships beyond financial support and enables ADG to contribute practical assistance and networks where appropriate.





Acacia Hills School | ADG Community Grant Recipient.



Tennant Creek Children's Christmas Tree | ADG Community Grant Recipient.



Areas of Impact

Impact area	Recipients
Health & Wellbeing	8
Education	4
Sports & Recreation	4
Arts & Culture	2
Indigenous Engagement	1
Environment	1
Total	**20**

Regional Reach

Region	Recipients
Top End	13
Central Australia	4
Barkly	3
Total	**20**

Community Investment in Action

The Community Grants Program demonstrates how targeted investment can deliver practical outcomes for Territorians.

FY26 initiatives supported people living with disability, older Territorians, veterans, young people, and communities across regional and remote areas.

Reeling Veterans: Building connection beyond the water

ADG supported two Reeling Veterans initiatives during FY26, delivering immediate wellbeing outcomes whilst strengthening organisational capability.

The first grant supported *Fishing for Therapy*, enabling defence veterans from across Australia to participate in a therapeutic fishing retreat in Darwin. The program provided an opportunity to reconnect with peers, reduce social isolation and strengthen support networks.

Darwin Airport Resorts extended this support by providing accommodation and hospitality assistance, demonstrating the combination of financial and practical support to increase the impact of community partnerships.

A second grant supported the organisation's *Off Grid* project, providing satellite communication technology to enable programs to operate more safely in remote locations while maintaining connection to support services.

Together, the initiatives highlight ADG's approach to community investment: supporting people, strengthening organisations and using ADG's broader assets and capabilities to amplify community outcomes.

"Many of the veterans on this trip had never been to Darwin before, and the support from ADG and Darwin Airport Resorts gave them an unforgettable experience. More importantly, it gave them the chance to reconnect with fellow veterans, talk openly and build the kind of support networks that are life changing. We are deeply grateful for this partnership."

Michael Hurren, President,
Reeling Veterans Inc.



Reeling Veterans | ADG Community Grant Recipient.



St John NT | ADG Community Grant Recipient.

Other Community Grant Highlights

Organisation	Community Outcome
Acacia Hill School	Supported students to participate in Riding for Disabled Central Australia, providing access to equine-assisted therapy that builds coordination, communication, confidence and emotional wellbeing.
ARRCS	Supported a six-month arts and culture program for Indigenous aged care residents, strengthening cultural connection, wellbeing and community participation.
Guide Dogs SA/NT	Supported Human Guide Training for airport, aviation and community representatives, helping improve accessibility and inclusion for people who are blind or have low vision.
St John NT	Supported First Aid in Schools, equipping young Territorians with practical lifesaving skills and promoting confidence, preparedness and community responsibility.
The Y NT Youth Parliament	Supported 48 young Territorians to develop leadership, policy and civic participation skills, including participation from regional and remote communities.



Ark Aid | ADG Workplace Giving Recipient.

Workplace Giving

The Workplace Giving Program is an important part of our commitment to make a positive contribution to the communities in which we operate. It provides employees with a meaningful way to support causes that matter to them, while enabling ADG to amplify that contribution through dollar-for-dollar matching.

The program reflects ADG's belief that community investment is strengthened when employees are empowered to participate directly. By combining employee giving with ADG's financial contribution, the program creates a shared commitment between employees and the organisation to support community organisations and initiatives that make a tangible difference to people and communities.

Workplace giving also provides an opportunity for ADG employees across the organisation to contribute to causes that reflect the communities in which they live and work.

Employees can nominate organisations that are important to them, ensuring the program responds to issues and causes that have a genuine connection to team members.

During FY26 donations generated through the FY25 Workplace Giving Program were distributed to three organisations selected by ADG employees. The recipients reflected causes important to employees, including wildlife rescue and rehabilitation, and services supporting women and children experiencing domestic and family violence.

Workplace Giving at a Glance

FY25 Workplace Giving Program	Contribution
Total community contribution	$20,814
Employee contributions	$10,407
ADG matching contribution	$10,407
Organisations supported	3
ADG matching commitment	Dollar-for-dollar

Shared Contribution Model

Employees give → ADG matches → Community organisations benefit

The dollar-for-dollar matching model means every contribution made by an ADG employee is matched by ADG, doubling the value of employee giving and reinforcing that community contribution is a shared responsibility.

Workplace Giving Recipients

Organisation	Community Impact
Ark Aid Wildlife Rescue	Supported veterinary and rehabilitation services for injured, orphaned and displaced native wildlife, including diagnostic services, medication, surgery and ongoing animal care across the Northern Territory.
Far North Queensland Wildlife Rescue	Supported the care, rehabilitation and release of sick, injured and orphaned native wildlife. The contribution helped provide essential supplies and resources for volunteers caring for wildlife across Far North Queensland.
Women's Safety Services of Central Australia	Supported crisis accommodation, counselling and services for women and children escaping domestic and family violence. Funding contributed towards a new outdoor community kitchen, providing a safe and welcoming space for residents.

Workplace giving extends ADG's community investment beyond corporate sponsorship and grants by placing employees at the centre of giving. It enables team members to identify the organisations and causes they believe will have the greatest impact and provides a mechanism for ADG to support those choices.

This approach strengthens the connection between ADG and the communities in which our team live and work. It also complements ADG's Community Grants Program, community partnerships, in-kind support and other forms of community giving.

Together, these initiatives demonstrate that ADG's commitment to community is not limited to financial investment. It is supported by the participation, generosity and commitment of ADG employees and reflects a broader culture of giving across the organisation.

Workplace giving is therefore an important expression of ADG's values and its commitment to being a responsible corporate citizen.

By enabling employees to give and matching their generosity, ADG helps turn individual contributions into a stronger collective impact.



Woman's Safety Services of Central Australia | ADG Workplace Giving Recipient.



ITA trainees support a Christmas food drive for women and children in need.

ADG's Approach to Community Giving

ADG Contribution	How it Creates Impact
Workplace Giving	Empowers employees to support causes important to them, with ADG matching contributions dollar-for-dollar.
Community Grants	Provides direct funding for grassroots, community-led initiatives across the Northern Territory.
In-kind support	Uses ADG's assets, people, accommodation, facilities and resources to extend the impact of community partnerships.
Employee participation	Enables ADG people to contribute their time, skills and leadership to community initiatives.
Community donations	Provides practical assistance to organisations and people experiencing hardship or vulnerability.

Community Giving In Action

Airport Development Group's commitment to community extends beyond financial sponsorship, with employees and business units actively contributing time, resources and surplus goods to support people experiencing hardship across the Northern Territory and Far North Queensland.

These initiatives demonstrate ADG's focus on practical community support, while also finding sustainable ways to redirect resources where they can deliver meaningful social benefit.

Christmas Food Drive

In the lead-up to Christmas 2025, students from ADG's Indigenous Training Academy (ITA) led a community food drive that collected 392 kilograms of food for women and children escaping domestic and family violence.

Working alongside the ADG Wellbeing Team, ITA students coordinated collection points across ADG workplaces, demonstrating leadership, community spirit and a strong commitment to giving back.

Donations were distributed directly to local support organisations, providing practical assistance to individuals and families experiencing hardship.

The initiative supported:

- **Darwin:** Darwin Aboriginal and Islander Women's Shelter (DAIWS)
- **Alice Springs:** Women's Safety Services of Central Australia (WOSSCA)
- **Cairns:** Warringu Aboriginal and Torres Strait Islander Corporation

ADG also provided grocery vouchers to each organisation, enabling additional support for families during the Christmas period.



From E-Waste to Community Giving

ADG's e-waste recycling program provided another opportunity to turn sustainability initiatives into direct community benefit.

Proceeds generated through the program enabled ADG to donate $1,000 in supermarket vouchers to the Tennant Creek Women's Refuge during the Christmas period.

The initiative demonstrates how responsible resource management can create broader social value, with recycling activities helping provide practical support to women and families experiencing hardship.

Reusing Resources to Support the Community

As part of refurbishment works at Darwin Airport Resorts, furniture and household items from 69 rooms and several bungalows were donated to community organisations.

Organisations supporting housing, social services and emergency relief, including Anglicare, CatholicCare NT, TeamHEALTH and St Vincent de Paul Society, collected and repurposed the items to support people and families in need.

Building on this approach, surplus bedding, blankets and doonas were also donated in 2026 to community organisations supporting people experiencing vulnerability during the cooler months.

Together, these initiatives reflect ADG's commitment to community wellbeing, responsible resource use and sustainability, ensuring that surplus resources and employee-led giving are redirected to where they can make a tangible difference.



The Y NT Youth Parliament | ADG Community Grant Recipient.

Creating Lasting Impact

ADG's approach to liveability recognises that strong communities are built through long-term relationships, local participation and investment that responds to community priorities.

Through strategic partnerships, sponsorships, workplace giving, Indigenous engagement, environmental programs, employee participation and support for critical infrastructure, ADG continues to use its resources and capabilities to contribute to the social, economic, cultural and environmental wellbeing of the Northern Territory.

The focus is not simply on the value of funding provided, but on the outcomes that investment helps communities achieve, stronger connections, greater participation, improved wellbeing and more opportunities for Territorians to live, work and thrive.

Community Giving Highlights

392kg
of food collected

$1,000
in community vouchers donated

69
resort rooms and bungalows repurposed

Furniture, bedding and household goods
redirected to local organisations

Partnerships and Community Impact

Strategic Sponsorships and Partnerships

Strong communities are built from the ground up. Supporting local organisations, grassroots initiatives and strategic partnerships enables ADG to contribute to the social, economic and cultural fabric of the Northern Territory, while strengthening the connections between the communities, businesses and institutions that rely on its airports and broader assets.

In FY26, ADG invested $231,137 in community support across the Northern Territory, with more than 80 per cent provided through direct cash sponsorship.

Support extended across education, Indigenous participation, economic development, tourism, health, community wellbeing, culture and regional connectivity. Importantly, ADG's approach combines grassroots support with strategic partnerships that build capability, create opportunities and deliver benefits that extend beyond the airport boundary.

Strategic Sponsorships and Partnerships: At A Glance

Community support invested	$231,137
Direct cash sponsorship	80%+
Key areas of support	Education, economic development, health, culture, community wellbeing and connectivity
Geographic reach	Darwin, Alice Springs, Tennant Creek and regional communities
Partnership approach	Sponsorships, memberships, scholarships, in-kind support and strategic partnerships

Investing in Education and Future Talent

Developing the next generation of Territorians is fundamental to the Territory's long-term prosperity.

Through its three-year partnership with Charles Darwin University, ADG provides two $5,000 annual scholarships together with paid work experience, helping reduce barriers to tertiary education while giving students practical exposure to the workplace.

During FY26, scholarship recipients gained experience across airport operations and corporate functions, including project delivery, governance, regulatory compliance, policy and stakeholder engagement.

By combining financial support with practical experience, the program helps students build professional capability, industry networks and pathways into careers in aviation, infrastructure, development and corporate services.

Supporting Community Wellbeing

ADG's grassroots support extends to organisations delivering practical benefits to Territorians and their families.

During FY26, ADG continued its support of CareFlight through sponsorship, fundraising and in-kind promotional support, including its 20-year anniversary celebrations and annual Golf Day.

Additional support was provided to organisations including Starlight Children's Foundation, ARRCS, Variety NT, Henbury School, Cancer Council NT, Autism NT and women's shelters across Darwin, Alice Springs, Tennant Creek and Cairns.

These partnerships reflect ADG's commitment to supporting organisations that are often closest to the communities they serve and are making a tangible difference to health, inclusion, wellbeing and quality of life.

Strengthening the Territory Economy

Airport Development Group uses its partnerships to contribute to a stronger and more connected Northern Territory economy.

As a Gold Sponsor of the Darwin Major Business Group, ADG supported initiatives focused on investment, economic growth and long-term prosperity, while maintaining active engagement with organisations including the NT Chamber of Commerce, Australian Airports Association, Industry Capability Network and NT Indigenous Business Network.

ADG also sponsored the inaugural First Nations Exporter Award at the NT Chamber of Commerce Export and Business Awards, recognising the contribution of Indigenous businesses to the Territory's economy and export capability.

Through these relationships, ADG contributes to industry collaboration, workforce development, Indigenous business participation, tourism and investment opportunities.

Celebrating Culture and Community

The Territory's strength lies in its cultural diversity and the participation of its communities.

ADG supported a range of cultural and community initiatives during FY26, including the Chung Wah Society's 80th anniversary celebrations, Chinese New Year activations at Darwin International Airport, the NT Writers Festival, Waitangi Day, Nepal Festival and local arts initiatives.

These partnerships provide opportunities for communities to share their culture, celebrate important occasions and create stronger connections across the Territory.



Community Engagement

Community engagement is an important part of how ADG operates its airports and plans for their future. It provides a structured way for community, industry, government, Traditional Owners and other stakeholders to raise issues, share information and contribute local perspectives on airport operations, development and environmental management.

ADG's Community Aviation Consultation Groups (CACGs) at Darwin International Airport (DIA) and Alice Springs Airport (ASA) are a key mechanism for this engagement.

CACGs are established in accordance with the Australian Government's airport planning and community consultation framework and support the requirements applying to federally leased airports.

While the groups provide an important formal consultation mechanism, ADG also undertakes broader stakeholder engagement to ensure community issues and expectations are understood and considered.

Community Aviation Consultation Groups

Established more than 15 years ago, the CACGs provide an independent forum for dialogue between ADG, airport users and the broader community.

Independently chaired, the groups include representatives from community, environment and land care organisations, aviation and tourism, business, Traditional Owners, accessibility groups, local government and relevant Northern Territory Government agencies. The Darwin CACG also includes Defence representatives.

The groups meet regularly to discuss airport operations, infrastructure and development, environmental management, aviation activity and issues affecting surrounding communities.

Updates from Australian Government aviation agencies, including Airservices Australia, also support informed discussion. Meeting summaries are published on the respective airport websites, supporting transparency and public access to information.



DIA Community Aviation Consultation Group members.

Darwin International Airport

The Darwin CACG met in July and November 2025 and March 2026.

Key matters discussed included:

- **Airport operations and growth**, including the return of flight activity towards pre-COVID levels, new airline services and continued passenger growth.
- **Infrastructure investment**, including completion of the major runway resurfacing project and upgrades to the terminal, retail, accessibility and customer experience.
- **Sustainability and environmental management**, including progress on carbon accreditation and ADG's net zero planning.
- **Connectivity and tourism**, including engagement with government and industry to support aviation connectivity and the Territory's visitor economy.
- **Defence activity**, including major exercises, increased military activity and base upgrades.
- **Aircraft noise**, with Airservices Australia recording only six noise enquiries during the reporting period.

Alice Springs Airport

The Alice Springs CACG met in November 2025 and March 2026, with strong participation following a refresh of the membership.

Key matters discussed included:

- **Airport operations and regional connectivity**, with passenger numbers increasing by five per cent year-on-year.
- **Infrastructure and safety**, including investment in terminal facilities, airside infrastructure, safety and security.
- **Environmental management**, including PFAS remediation and land management initiatives to reduce bushfire risk.
- **Emergency response**, including the airport's coordinated response to a medical diversion involving a VietJet Air service.
- **Regional aviation and tourism**, including opportunities to improve connectivity and support the Northern Territory Visitor Economy Strategy.
- **Regional challenges**, including airfare affordability, tourism seasonality and infrastructure requirements.
- **Aircraft noise**, with Airservices Australia recording no aircraft noise complaints during the reporting period.

Engagement with Purpose

The CACGs demonstrate ADG's commitment to transparent and constructive engagement with the communities in which it operates. They provide an established channel for stakeholders to understand airport activities, raise concerns and contribute to discussions about future development.

Importantly, community engagement extends beyond compliance. ADG uses these forums, together with broader stakeholder relationships and direct engagement, to identify emerging issues and incorporate local knowledge into operational, environmental and development decisions.

This supports ADG's broader commitment to being a responsible airport operator and contributing to the long-term sustainability and liveability of the communities it serves.



Environmental Stewardship

Environmental stewardship is an important part of ADG's long-term commitment to the Northern Territory.

As custodian of more than 4,000 hectares of land across its airports and associated assets, ADG invests in renewable energy, emissions reduction, sustainable land management and conservation, while progressing initiatives to reduce Scope 1 and 2 emissions across its airports.

In FY26, ADG generated 10.1 GWh of renewable energy across its airports, while continuing to protect and manage significant biodiversity, native vegetation and culturally important areas.

ADG's environmental commitment is supported by active engagement at both the local and national level.

Conservation and Biodiversity Partnerships

Locally, ADG works with

- Traditional Owners, including the Larrakia Rangers
- Landcare NT
- Community groups
- Environmental organisations and
- Government

to manage areas such as the Rapid Creek Conservation Zone, protect and enhance waterways and biodiversity, and build climate resilience.

Nationally, ADG contributes its operational experience to industry and government policy development, including through the Australian Airports Association's Airports Environment Protection Regulations Working Group and the Airports Council International Asia-Pacific & Middle East Climate Adaptation Study.



Rapid Creek at Darwin International Airport.

Highlight: ACI Climate Adaptation Study

Strengthening Airport Resilience Through Global Collaboration

As the sole Australian representative on an Airports Council International (ACI) Asia-Pacific & Middle East task force, Darwin International Airport contributed to an 18-month Climate Adaptation Study involving leading airports including Singapore Changi, Hong Kong, Narita, Dubai and Bahrain.

The study developed practical tools and guidance to help airports assess climate risks and strengthen resilience planning across the region. Darwin International Airport contributed to technical workshops, pilot testing and review activities, sharing lessons from operating in tropical and remote Australian environments.

As part of the project, Darwin International Airport completed a climate risk assessment that identified potential impacts from extreme heat, flooding and coastal inundation, informing future infrastructure, operational and investment planning.

Impact

- Sole Australian airport represented on the task force
- 18-month international climate adaptation study
- Climate risk assessment completed for Darwin International Airport
- Supports resilience planning and alignment with AASB S2 climate disclosure requirements

1
Australian airport represented

18
Months international climate adaptation study

1
Climate risk assessment completed

Future-Focused
Resilience planning supported

This engagement ensures the particular environmental challenges of tropical, remote and joint-user airports are reflected in national policy and industry practice, while supporting practical, risk-based and sustainable environmental outcomes.



Health, Connectivity and Infrastructure

Supporting Regional Connectivity

ADG also recognises the critical role of General Aviation (GA) operators in connecting the Northern Territory.

GA supports remote communities, tourism, emergency response, medical retrieval, flight training, freight and essential regional services.

Following the major Darwin International Airport runway reconstruction program, ADG introduced a targeted General Aviation Community Rebate Program to help locally based operators manage the impact of increased aeronautical charges.

The initiative recognises the essential economic and community contribution of GA operators and supports the sustainability of an aviation sector that is critical to regional and remote connectivity.

The program commenced in November 2025, with the FY26 investment total equaling 1.2 million dollars.

Investing in Health and Critical Infrastructure

ADG's partnerships extend to critical health infrastructure and emergency response capability.

Through investment in aviation-linked infrastructure, ADG supports organisations providing essential medical and emergency services across the Territory and beyond.

Health and Community Infrastructure	Contribution
Emergency Medical Retrieval Precinct, Darwin	Supports the National Critical Care and Trauma Response Centre, CareFlight, Northern Territory Governments Top End Medical Retrieval Service and RFDS
RFDS and St John Ambulance facility, Tennant Creek	$3.65 million facility supporting emergency retrieval, patient transfer and outreach healthcare
Darwin Medicare Urgent Care Clinic	Provides free walk-in treatment for urgent but non-emergency conditions
Post-natal accommodation at Darwin Airport Resorts	Provides recovery accommodation for new mothers, babies and families following hospital discharge



Opening of the Darwin Medicare Urgent Care Clinic.

The Emergency Medical Retrieval Precinct at Darwin International Airport is home to the National Critical Care and Trauma Response Centre (NCCTC), CareFlight, Northern Territory Governments Top End Medical Retrieval Service and the Royal Flying Doctor Service (RFDS), providing critical aeromedical, emergency and remote healthcare services.

The $3.65 million RFDS and St John Ambulance facility at Tennant Creek Airport, opened in October 2025, includes the Northern Territory's first drive-through aeromedical hangar. The facility enables ambulances to enter the building and transfer patients directly to aircraft under cover, improving safety, comfort and the efficiency of emergency transfers.

Creating Long-Term Community Value

Across its sponsorships, partnerships and investments, ADG seeks to support initiatives that create enduring value for the Northern Territory.

From grassroots organisations and emerging students to Indigenous businesses, cultural organisations, health providers and aviation operators, these partnerships strengthen the capability, resilience and connectivity of communities.

ADG's approach is to be more than a sponsor, it is to be an active partner in the Territory, investing in people, organisations and initiatives that contribute to a stronger, healthier and more connected Northern Territory.

About Airport Development Group

Airport Development Group (ADG) has been a leading contributor to the Northern Territory community for more than two decades.

Under Australia's airport privatisation program, ADG acquired leases from the Australian Government for three Northern Territory airports in June 1998 — Darwin International Airport (DIA), Alice Springs Airport (ASA) and Tennant Creek Airport (TCA).

Each lease is for 50 years, with an option of a further 49 years. ADG now owns and operates the three airports, and is custodian to more than 4,000 hectares of land surrounding the airports.

ADG also has significant investments across hotels, property, and utilities.

Airport Development Group is 77.4% owned by infrastructure funds managed by IFM Investors, whose ownership includes 15 Australian industry superannuation funds, and 22.6% by Palisade Investment Partners.

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