



+impact⁷

Serco's advisory business



**Driving efficiency
and sustainability
in aviation operations
and solutions**

Different because we Do.

From passenger experience to resilience, digital transformation, and sustainability, +impact helps aviation leaders solve the problems that matter most.

Our expertise covers airports, airlines, regulators and manufacturers.



Who we are

We are an advisory business with a difference.

We bring real-world front-line operating experience and practical insights drawn from successfully delivering the most complex contracts and service solutions around the world.

Why +impact

Our ability to deliver for our clients is underpinned by six pillars

Expert programme and project and solutions capability bringing together a multi-disciplinary delivery team

Subject matter experts with practical operating experience and insights drawn from across Serco.

Proven capability in standing up large-scale new service initiatives from outset to operation.

Real-world experience in delivery of multi-million dollar contracts across defence, transport, health, justice, immigration and transport

Proven management frameworks and operating models underpinned by global quality standards.

Specialists in operational delivery and facilities management.

+impact practice areas



Asset & facilities management



Operational transformation



Experience design



HSO



Resilience



Sustainability

Serco's operational expertise



Customer Service Delivery



Air Navigation Services



Training & Development



Airport Facilities Management & Maintenance



Fire & Rescue Services, Emergency Management



Airport Modernisation & Transformation

Our Team

Phil Malem

Chief Executive Officer +impact

Phil draws on decades of leadership to guide +impact in helping organisations solve complex challenges and deliver lasting impact.

Nik Ironside Wood

Chief Operating Officer +impact

As Chief Operating Officer, Nik drives the delivery of impactful, sustainable growth across +impact's portfolio. Drawing on deep experience in operations, strategy, and transformation, he empowers teams and partners to turn complex challenges into lasting, measurable results.

Jacqui Johnson

Aviation Partner

With over 38 years in aviation, Jacqui supports clients design smarter, more connected airport operations. A former BAA leader, she shapes industry strategy on growth, innovation, and passenger experience.

Vickie Lockett

Experience Design & Transformation Partner

Vickie blends deep service design expertise with a people-first approach, helping aviation clients redesign services that elevate performance and passenger experience.

Paul Bogan

+impact Partner

Paul brings two decades of driving technology-enabled transformation across the UK and Middle East. He leads +impact's advisory growth, applying digital and data-driven solutions to help clients modernise services, enhance experiences and deliver national-vision outcomes.

Patrick Hallgate

Asset & Facilities Management Director

Patrick leads major transformation programmes across asset management and customer experience at +impact, bringing two decades of international leadership, deep facilities and rail expertise, and a strong track record in delivering performance improvements using global best practice.

Rena Baba

Director of Customer Experience & Innovation

Rena helps organisations design better services through research, user insights and emerging technologies. She leads transformation programmes that enhance digital experiences and deliver measurable improvements for customers and citizens.

Norman McComb

Director Sustainability Advisory

Norman helps airports and governments embed sustainability into strategy and transformation, delivering measurable environmental and operational progress.

Resilience

Airports face constant volatility - climate events, cyberattacks, and system outages can disrupt operations in seconds.

While most have response plans, few have systems that continually adapt and sustain performance under pressure.

Our Response

We help aviation operators, regulators, and service providers anticipate disruption, adapt rapidly, and recover stronger.

Our resilience frameworks integrate risk management, operational continuity, digital transformation, and human performance, ensuring safety, reliability, and confidence in any environment.

Our Approach



Resilience Strategy Development

Frameworks for business continuity and risk mitigation.



Operational Risk & Crisis Management

Proactive systems for disruption prevention and swift recovery.



Digital Resilience Solutions

Smart tools that enhance situational awareness and agility.



Training & Capacity Building

Equipping teams to respond, recover, and adapt.



Data-Driven Insights

Predictive analytics for proactive decision-making.



Sustainability Integration

Aligning resilience with global sustainability goals.

The Impact

- + Reduced downtime and disruption
- + Strengthened compliance with ICAO and global standards
- + Enhanced passenger confidence and stakeholder trust
- + Intelligent planning for greater efficiency and adaptability
- + A culture of preparedness from the boardroom to the control tower

Aviation resilience isn't about surviving disruption, it's about thriving through it.

Partner with us to safeguard your people, strengthen your systems, and future-proof your operations.



Operational Transformation

Rising passenger demand, tighter regulation, and the drive for sustainable growth mean airports must evolve fast. Success depends on transforming operations to be more agile, data-driven, and resilient.

Our Response

Our operational transformation solutions empower airports to optimise performance across all functions, from airside efficiency and terminal management to passenger flow and sustainability.

We combine strategic insight, data-driven innovation, and operational expertise to provide programmes that are measurable, scalable, and designed for long-term impact.

Our Approach



Operational Excellence

Redesigning processes to drive efficiency, safety, and reliability.



Digital Transformation & Smart Airport Integration

Automating and optimising decisions through intelligent systems.



Performance & Capacity Optimisation

Maximising throughput while minimising bottlenecks.



Resilience & Continuity Planning

Building robust operations that recover swiftly.



Sustainability Integration

Embedding environmental responsibility.



Change Management and Stakeholder Engagement

Enabling teams to embrace innovation.



The Impact

- + Higher efficiency and operational reliability
- + Enhanced passenger experience and satisfaction
- + Optimised asset and infrastructure utilisation
- + Real-time, data-driven operational control
- + Future-ready operations built for growth and sustainability

Operational transformation is the engine of airport progress.

Partner with us to modernise your operations, empower your teams, and shape the airport of the future.

Experience Design

Passenger expectations are rising faster than airport capacity. Travellers want seamless, personalised journeys, yet many airports still struggle with fragmented systems and inconsistent service delivery.

Our Response

We help airports create environments where service, space, and technology connect effortlessly.

Through human-centred design and behavioural insight, we design journeys that feel personal, intuitive, and efficient, balancing passenger delight with operational performance.

Our collaborative process engages passengers, staff, and stakeholders, ensuring every design decision enhances usability, commercial performance, and brand perception.

Our Approach



Passenger Journey Mapping & Experience Strategy

Redesigning end-to-end journeys to remove friction and enhance delight.



Terminal & Touchpoint Design

Optimising layout, flow, and wayfinding.



Digital Experience Integration

Connecting physical and digital touchpoints.



Service Culture & Staff Experience

Empowering front-line teams to deliver consistent excellence.



Brand Experience Alignment

Translating airport identity into tangible experiences and a sense of place.



Inclusive & Sustainable Design

Ensuring accessibility, responsibility, and future-readiness.

The Impact

- + Journeys that are personal, predictable, and effortless.
- + Increased satisfaction, loyalty, and non-aeronautical revenue.
- + Smarter passenger flow and staffing efficiency.
- + Cohesive alignment between design, service, and brand.
- + Differentiation through memorable, sustainable experiences.

Exceptional airport experiences aren't left to chance - they're designed with purpose.

Partner with us to reimagine your airport as a destination that connects people, places, and possibilities.



Asset & Facilities Management

Aging infrastructure, fluctuating demand, and constrained budgets threaten airport reliability. Too often, maintenance is reactive rather than strategic, leading to higher costs and downtime.

Our Response

We help airports transition from reactive to intelligent, predictive operations.

Combining engineering excellence, digital tools, and strategic insight, our asset and facilities management frameworks maximise performance, reduce lifecycle costs, and enhance sustainability across every terminal, runway, and system.

Our Approach



Strategic Asset Management Planning

Aligning asset performance with business objectives.



Facilities Management Optimisation

Streamlining terminal, airside, and landside operations.



Digital Asset Intelligence

Using IoT, BIM, and data analytics for real-time monitoring and predictive maintenance.



Lifecycle & Maintenance Planning

Extending asset life and reducing downtime.



Energy & Sustainability Management

Embedding environmental performance in daily operations.



Operational Readiness & Transition (ORAT)

Ensuring new assets perform from day one.



The Impact

- + Lower maintenance costs and increased asset uptime.
- + Reduced operational costs through data-driven maintenance.
- + Data-driven insights for predictive and preventive care.
- + Compliance with ICAO, ISO 55000, and sustainability benchmarks.
- + Future-ready infrastructure that supports smart airport growth.

Well-managed assets form the backbone of exceptional airport performance.

Partner with us to create infrastructure that delivers reliability, value, and long-term resilience.

Health, Safety & Quality (HSQ)

Maintaining HSQ excellence across high-risk, high-volume airport environments is vital yet complex. Ensuring a zero-harm culture and consistent quality across contractors, partners, and service providers demands more than compliance; it requires cultural transformation.

Our Response

We strengthen HSQ from the inside out – embedding behavioural safety, robust management systems, and continuous improvement frameworks aligned with ICAO, IATA, and ISO standards.

Our approach integrates people, processes, and technology to build safer, healthier, and more reliable airport operations.

Our Approach



HSQ Strategy & Framework Development

Building integrated systems aligned with global standards.



Safety Management Systems (SMS)

Risk-based identification and mitigation of hazards.



Health & Wellbeing Programmes

Promoting workforce resilience and wellbeing.



Quality Management & Continuous Improvement

Standardisation of processes to ensure consistent service delivery and compliance.



Auditing, Assurance & Compliance

Conducting readiness reviews and performance checks.



Training & Cultural Transformation

Engaging leaders and teams to embed zero-harm values.

The Impact

- + Reduced risk and improved operational reliability.
- + Stronger compliance with international standards.
- + Enhanced workforce wellbeing, engagement, and performance.
- + A culture of accountability and continuous improvement.

Safety and quality are not departments - they're values.

Partner with us to build a zero-harm culture that protects people, enhances reliability, and inspires confidence.



Sustainability

Under a business-as-usual trajectory, global air travel demand is projected to exceed 10 billion passenger journeys annually by 2050, with cumulative CO₂ emissions exceeding 20 gigatons if no action is taken.

The aviation sector must deliver two fundamental transformations in parallel:

1. Achieve net-zero carbon emissions by 2050, in alignment with global climate goals.
2. Maintain and enhance operational resilience, cost efficiency and service quality amid rising regulatory and technical demands, and the transition to low-carbon fuels where availability, cost and infrastructure readiness are the constraints.

Our Response

+impact's sustainability transformation framework integrates sustainability into the operational core of our clients.

Our structured approach is built around four levers that turn ambition into measurable performance

Our Approach



Sense

Establish baselines, assess risks and opportunities, and define value-led sustainability priorities across the full value chain.



Innovate

Design tailored solutions that drive both impact and efficiency, combining technology, data and operational expertise to accelerate impact.



Execute

Deliver programs that translate strategy into measurable change, from sustainable operations and resilient infrastructure to digital O&M systems.



Evolve

Embed continuous improvement, capability building and adaptive governance to sustain long-term value and operational resilience.



The Impact

- + Measurable progress toward net-zero through decarbonisation pathways, improved efficiency and resilient infrastructure.
- + Stronger alignment between sustainability, performance, and long term enterprise value.
- + Resilient, future ready operations that deliver lasting economic, social, and environmental benefit.

Sustainability isn't a parallel goal; it's the pathway to future aviation.

Partner with us to decarbonise, digitalise, and deliver lasting positive impact.

Aviation - Guest Experience & Operations

Dubai Airports (DXB & DWC)

Elevating the Passenger Experience

Dubai Airports welcomes more than 90 million passengers every year, each expecting a seamless, world-class journey.

Contract -
May 2021 -
December 2030

Delivering consistency across two major airports while managing high passenger volumes and maintaining global standards was a constant challenge.

To create a smoother, more inclusive airport experience, Dubai Airports partnered with our +impact Experience Design team to reimagine the end-to-end

journey, designing solutions that integrate technology, training, intelligent rostering and behavioural insights.

Today, those advisory solutions are being brought to life by Serco's on-the-ground operational teams, who manage journeys and deliver people-first service across both DXB and DWC.

Our Approach

We deliver a fully integrated guest experience and airport operations solution across DXB and DWC.

By combining smart technology, tailored training, and people-first service, we keep every journey effortless and enjoyable.

Key services include:



Guest experience management and journey mapping



Electrical buggy operations and VIP lounge services



Traffic flow management and rostering optimisation

We continuously invest in our people to create a culture where service excellence thrives. Our programmes include guest experience and leadership development, awareness and service training for passengers of determination, conflict management workshops, and regular townhalls with recognition initiatives that celebrate great performance.

Impact



Consistent KPI performance above 98% across operational and service metrics



Noticeable reductions in time spent at key passenger checkpoints



Improved satisfaction and Net Promoter Scores with fewer complaints



Enhanced inclusion through dedicated support for passengers of determination



A strong and capable workforce of more than 1,500 trained Guest Experience Ambassadors

Our joint commitment to service excellence continues to be recognised around the world, with several awards celebrating Dubai Airports' focus on passenger experience and operational excellence, including:

World's Leading Airport

World Travel Awards

Airport of the Year

Aviation Business Awards

Best Airport in the Middle East

Business Traveller Middle East Awards

Innovation

Together with Dubai Airports, we introduced digital solutions that drive transparency, efficiency, and smarter decision-making.

These include the DAGX Reporting App for live performance dashboards, paperless kiosks for accommodation and uniform requests, and automated reporting tools developed through PowerApps and Connecteam. Each innovation simplifies operations and strengthens collaboration across the contract.

Looking Ahead

With our partnership now extended to 2030, Serco and Dubai Airports continue to make a real difference in how millions of people experience travel by shaping smoother journeys and setting new standards for airport operations.



At DXB and DWC, we see every interaction as an opportunity to create a positive and lasting impression. Serco's dedicated teams are an extension of that vision, bringing professionalism, empathy, and consistency to some of the most crucial touchpoints along the journey.

Majed Al Joker

Chief Operating Officer, Dubai Airports



Dubai Airports (DXB & DWC)

Elevating the Passenger Experience

Dubai Airports welcomes more than 90 million passengers every year, each expecting a seamless, world-class journey.



منطقة إزيادات
K-In Area

3, 4

الدرجة السياحية
الرحلات إلى الولايات
المتحدة الأمريكية
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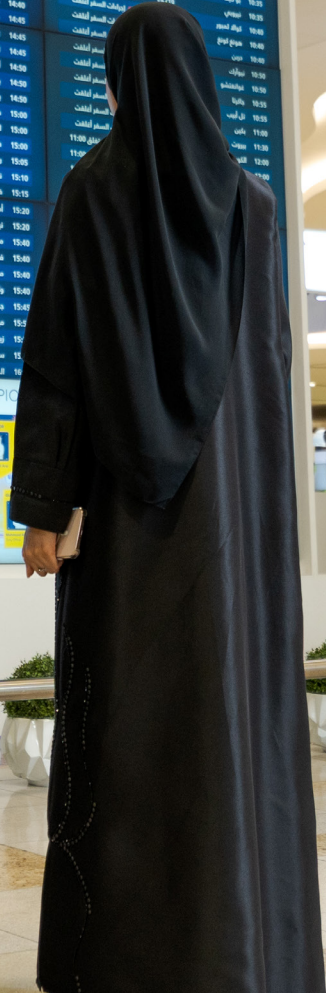
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PERIENCE CHAMPION



Different Because We Do. Advisory built on operational experience.

+impact is part of Serco – a global leader in aviation operations and critical services. That means we don't just advise; we've done it. Our operational experience within aviation includes:



Air Traffic Management

Delivering air traffic control, aerodrome operations, and technical services across the UK and the Middle East since 1947.



Passenger Experience Delivery

Designing and staffing front-line service teams for millions of passengers every year – aligning operational delivery with world-class service standards.



Technical and Facilities Management

Providing comprehensive facilities management services within Dubai Airports, ensuring the reliability, safety, and efficiency of critical systems that keep terminals operating.



Sustainability & Resilience in Action

Supporting government and airport clients in implementing decarbonisation initiatives, energy transition projects, and emergency response frameworks across aviation and transport infrastructure.

That's what makes us different.

Our advisory is grounded in lived operational experience – ensuring every strategy we design is proven to work in practice, not just on paper.

Different because we Do.

Contact Jacqui Johnson, +impact aviation partner
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+impact⁷

Serco's advisory business

UK, Middle East, ASPAC

plusimpact.serco.com