



Belonging, Diversity & Inclusion Action Plan 2026–2028

Purpose of this Action Plan:

**Creating a
place where
everyone
can belong
and thrive**



Acknowledgement of Country

Sydney Airport acknowledges the Dharawal People of Coastal Sydney who are the Traditional Custodians of the lands and waterways where we work and live.

We pay our respects to their Elders past and present, and to other Aboriginal and Torres Strait Islander peoples who have made this area their home.

We recognise the continuation of cultural, spiritual and educational practices of First Nations peoples throughout Australia.

Message from the CEO

As a leading global airport, Sydney Airport plays a vital role in connecting Australia to the world, bringing together people, cultures, ideas and opportunities from across the globe. Each year, tens of millions of passengers move through our terminals, reflecting the diversity of the communities we serve.

Belonging, Diversity & Inclusion is fundamental to who we are and how we operate. It sits alongside our commitment to keeping each other safe and well and always doing the right thing. A workplace where people feel respected, supported and able to be themselves is essential for the wellbeing of our employees and it supports the delivery of strong outcomes for our passengers, partners and local communities.

As our airport continues to grow and evolve, so too does our responsibility, not only to operate safely and efficiently, but to lead with integrity, fairness and respect. This includes creating an inclusive workplace, strengthening leadership accountability, and ensuring our decisions and behaviours reflect the diverse world we connect every day.

This Belonging, Diversity & Inclusion Action Plan sets out our focus for 2026–2028. It builds on the foundations we have already established and introduces new commitments across data and governance, leadership capability, workplace policies and processes, and our external impact. It challenges us to keep listening, learning and improving, and to embed inclusion into the way we work, not as an initiative, but as a core business practice.

We recognise that meaningful change requires sustained effort and shared accountability. By creating an environment where people feel a genuine sense of belonging, our employees are engaged and motivated, we build great teams, and strengthen our culture, our performance and our social licence to operate.

This Action Plan is an important step in that journey.



Scott Charlton
(He/Him)
Chief Executive Officer
Sydney Airport



About this Action Plan

Sydney Airport's Belonging, Diversity & Inclusion (BD&I) Action Plan 2026–2028 outlines our commitment to creating an inclusive culture where everyone can belong and thrive, feel respected, and have equitable access to opportunities, regardless of background, identity, role, or location.

Building on existing foundations, the plan sets out actions to strengthen inclusion, improve equity, and support accountable, inclusive leadership, while embedding these principles across our workplaces and in how we engage with passengers, suppliers, and the broader community.

Our Guiding Principles

When we live up to our guiding principles we all experience SYD as:



A place to
be yourself



A place candidates
seek out



A place people
recommend



A place people
choose to stay



A place people
feel proud of their
contribution
to Sydney



How we got here

Between 2023–2025, Sydney Airport progressed from largely grassroots diversity initiatives to a more structured, organisation-wide approach through the previous “SYD Belonging and Inclusion Action Plan 2023–2025”. During this period, SYD strengthened gender equity outcomes, invested in inclusive leadership capability, improved inclusive facilities and spaces across our workplace and the broader precinct, and embedded regular communication and employee-led activities to celebrate diversity and foster belonging. This work built on earlier foundations established through our Employee Advocacy Group.

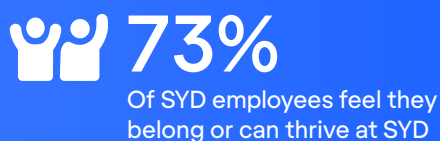
To support a culture of belonging, SYD established formal memberships with the Diversity Council Australia (DCA), ACON, Pride in Diversity, and Families at Work. These memberships provide access to research, best practice guidance and activities to support and educate our people. SYD also achieved consecutive ‘Innovate’ RAPs, establishing and embedding core partnerships with Traditional Custodians and First Nations organisations.

The 2023–2025 B&I Action Plan outlined a maturing approach to BD&I at SYD – one that incorporated workplace practices, leadership accountability and community impact. This created a strong foundation for the new BD&I Action Plan 2026–2028.

BD&I Survey 2025¹



Culture Survey 2025¹



Other



1. Survey questions were voluntary.

2. Gender pay gap (2024–25 baseline) (including salary and incentives) across all levels of the organisation. This reflects differences in workforce composition, such as representation in senior and higher-paid roles, rather than like-for-like pay.

3. Like-for-like gender pay gap: Men and women are paid equally when performing the same or equivalent roles at the same level. This confirms that pay is applied consistently regardless of gender.

Governance and reporting

- Implement a revised BD&I dashboard to enable data-led decision making, track progress over time, and hold leaders accountable for outcomes.
- Provide BD&I updates to the Leadership Team at least twice a year, and to the Board annually, to maintain senior leadership focus on BD&I priorities and align progress with broader organisational strategy.
- Run a BD&I survey every two years and share the outcomes with the Leadership Team and Board, to capture employee sentiment, identify emerging issues and opportunities and inform targeted actions based on evidence.
- Establish an executive-led steering committee with Employee Advocacy Group (EAG) representation, to bring together BD&I activity across the airport – including Passenger Experience Strategy, Accessibility Strategy and Reconciliation Action Plan governance. This will enable governance accountability, ensure alignment, and embed diverse employee voice into decision making at an executive level.
- Formalise and embed EAG committee roles, to clarify accountabilities, enable sustained operation of the committee and ensure meaningful contribution to organisational outcomes.



Action Plan 2026–2028

01 Data & Governance

Embedding existing foundations

New (2026–2028)

- Action (new) mandatory WGEA (Gender Equality Indicator) targets.
 - Increase gender representation across non-manager roles.
 - Implement Equal Remuneration and Gender Pay Equity policies.
 - Increase the proportion of managers who work part time.
- Implement a strategy so employees are consulted on workplace gender equality.
- Incorporate BD&I data into a People dashboard to provide updates to the Leadership Team and Board.
- Expand survey questions so we can track experiences of inclusion for all under represented groups over time.
- Formalise and embed EAG committee roles.

Continue

- Run a BD&I survey every two years and provide updates to the Leadership Team and Board.



Action Plan 2026–2028

02 Leadership visibility, capability & accountability

A great place to learn & grow

New (2026–2028)

- Celebrate our progress, share intersectional stories that reflect our diversity, and highlight practical ways everyone can get involved.
- Lead an executive steering committee with EAG representation and align it with Passenger Experience Strategy, Accessibility Strategy and Reconciliation Action Plan governance.
- Include BD&I targets in Leadership goals and track progress across the business.
- Showcase case studies and messages on BD&I initiatives across the year to remind employees why BD&I helps build a sense of belonging at SYD.

Continue

- Maintain a strategically aligned BD&I calendar of events.
- Provide targeted education for leaders on creating a culture where people feel psychologically safe and confident to speak up.
- Offer visible, optional ways for people to express inclusion.



Action Plan 2026–2028

03 Policy, Process, Place

A great place to work

New (2026–2028)

- Strengthen Flex@SYD initiatives (including more part time and job share opportunities) to support our WGEA action based target.
- Deliver training to build BD&I awareness and inclusive customer service skills.
- Invest in EAG capability through targeted BD&I training and development.
- Deliver accessibility awareness training in partnership with the Passenger Experience team.
- Build hiring manager capability to support fair and objective recruitment by refreshing unconscious bias and inclusive leadership training.

Continue

- Targeted recruitment programs to reduce occupational gender segregation to attract more women into male dominated roles and more men into female dominated roles.
- Strengthen our policies to support BD&I.
- Embed diversity across the end-to-end recruitment process – continue with diverse shortlists and interview panels, and fair decision making practices.
- Apply gender balance requirements to talent assessments and succession planning.
- Provide targeted development opportunities for identified high potential women in senior roles.
- Maintain our current diversity-related memberships to access tools and resources, and consider additional memberships (such as the Australian Disability Network, Aspect Australia) as our work progresses.
- Encourage men to access SYD's paid parental leave offering.
- Maintain Respect@Work and psychosocial safety requirements.



Action Plan 2026–2028

04 First Nations engagement

Learning from our Traditional Custodians

New (2026–2028)

- Support leaders to role model respectful engagement with First Nations cultures and strengthen accountability to embed cultural respect into everyday decision making.
- Evolve our approach to engagement with Traditional Custodians through a clearer, more intentional framework grounded in listening, respect and long term relationships.

Continue

- Our partnerships with Gujaja Foundation, Coastal Sydney & Illawarra Traditional Aboriginal Owners Corporation and Wildflower Gardens for Good.
- Build cultural understanding and capability across the workforce through ongoing learning focused on First Nations cultures, histories and contemporary experiences relevant to our place and operations.
- Embed cultural protocols consistently across the organisation by strengthening guidance and shared understanding across events, communications, partnerships and day-to-day operations.
- Support opportunities for First Nations participation and visibility across our precinct, supply chain and community partnerships where appropriate.

This work is ongoing. We recognise that learning from our Traditional Custodians and Elders requires humility, openness and a willingness to keep listening.



Action Plan 2026–2028

05 External impact

With suppliers, for our passengers
and in the community

New (2026–2028)

- Provide education for team members on inclusive customer service in partnership with the Passenger Experience team.
- Ensure our use of AI is designed and implemented through a diverse and inclusive lens.
- Consider accessibility in AI driven tools and digital experiences.
- Broaden our procurement approach to support a wider range of diverse suppliers, alongside First Nations owned businesses.
- Increase spend with suppliers from marginalised communities.

Continue

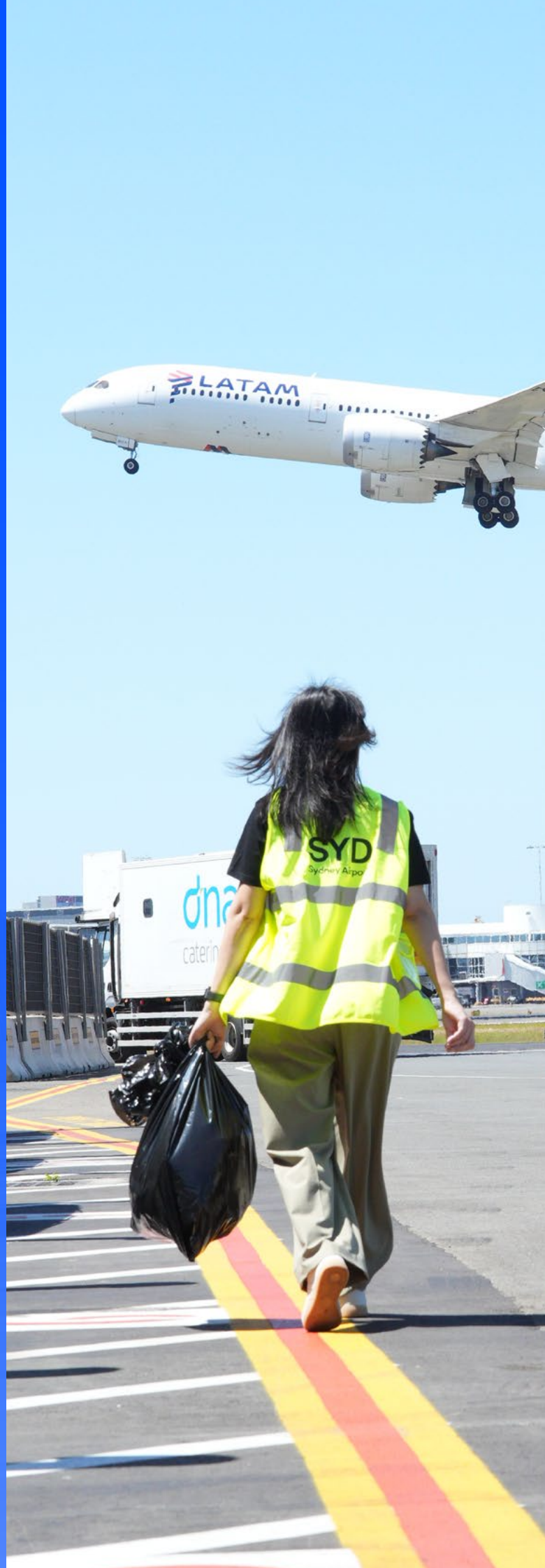
- Continue to deliver an inclusive and accessible experience for passengers and team members, including upgrading platforms to meet Web Content Accessibility Guidelines (WCAG 2.2).
- Build community partnerships that demonstrate our commitment to BD&I.
- Work with Passenger Experience, Planning & Delivery and Facilities Management teams to improve and create inclusive spaces and facilities, supported by accessibility requirements and design informed by lived experience.
- Offer familiarisation and school tours to support broader community engagement, including with neurodivergent and other diverse passenger and community groups.



How we will measure progress

We will track progress throughout the life of this plan and report outcomes through the BD&I dashboard, our two-yearly BD&I survey, and regular updates to the Leadership Team and Board.

- Maintain or improve Employee Engagement (2025 baseline 79%).
- Increase in BD&I index (2025 baseline 67%).
- Reduction in gender pay gap (2024–25 baseline Average Total Remuneration 18.8%), and maintain 0% like-for-like pay gap.
- Incorporate additional passenger metrics that are developed through the Passenger Experience Accessibility Strategy.





Case study one:

Data & governance

In July 2025, Sydney Airport delivered its first BD&I Survey to all employees to establish a robust evidence base to inform this BD&I Action Plan. The survey addressed a critical gap by providing insight into the diversity of our workforce and employees' lived experiences of inclusion and belonging.

The organisation recognised that a step change was required: workforce data needed to extend beyond gender; experiences of inclusion and belonging were not yet fully understood across different identities; and future commitments required a credible, evidence-based baseline. Importantly, the collection of sensitive diversity data for the first time required a high trust approach, supported by strong governance and considered communication. This presented both a challenge—how to safely and credibly collect diversity data—and an opportunity to strengthen SYD's inclusion strategy through richer insight and broader employee voice.

The survey was voluntary and anonymous, developed using recognised best practice guidance, and supported by visible leadership endorsement and clear communication to build trust and encourage participation. A strong 66% response rate was achieved, demonstrating employee confidence in the approach and the importance of the topic.

Insights from the survey have directly informed the development of the BD&I Action Plan 2026–2028, strengthening governance, accountability and measurable outcomes. The survey represents a significant step change in SYD's approach to inclusion, positioning data, transparency and employee voice at the centre of future cultural and workforce initiatives.



Case study two:

Inclusive hiring practices

Inclusive hiring is a core enabler of Sydney Airport's BD&I Action Plan. Our approach is grounded in the belief that fostering a culture of belonging begins from the very first interaction a candidate has with the organisation and continues through internal progression and promotion.

SYD attracts, assesses and appoints or promotes people based on capability and potential, while proactively reducing the impact of bias and structural barriers that can limit diversity of thought, background, experience and perspective. This supports the organisation's commitment to building a workforce that reflects the communities we serve and ensures all candidates experience fairness, respect and transparency throughout the process.

To enable this, inclusive practices are embedded across the recruitment lifecycle, including the use of clear and capability-based role criteria, structured and objective assessment processes, and diverse shortlisting and interview practices. Through training and business partnering, hiring leaders and recruitment partners are supported to recognise and mitigate unconscious bias, and to consider flexibility and accessibility early in role design and selection. These practices align directly to the BD&I Action Plan focus on strengthening policy and process to enable fair, consistent decision making across the organisation, while reinforcing the message that difference is valued at SYD.

This is demonstrated within SYD's Planning & Delivery Business Unit, where 32% of new hires during 2025 were female, within a traditionally male dominated workforce.

By embedding inclusion into recruitment as a core organisational capability – rather than a standalone initiative – SYD is strengthening both workforce outcomes and organisational culture. Equipping people leaders with the tools, expectations and governance required to hire inclusively ensures belonging is embedded into everyday decision making. Over time, these practices contribute to stronger talent pipelines, improved workforce representation, and send a clear signal to prospective employees that diversity, equity and inclusion are integral to how SYD operates and how people are supported to succeed.



Case study three:

Accessibility and inclusive passenger experience

In 2026, Sydney Airport introduced a new Multi Faith Room in our Domestic Precinct to support the religious and spiritual needs of passengers, employees and airport partners. The facility provides a quiet, inclusive space for prayer, reflection and meditation, accessible to people of all faiths.

The Multi Faith Room was established in response to passenger enquiries, feedback and engagement with airport partners and the broader community, addressing a previously unmet want within the Domestic Precinct. Designed in line with inclusive design principles and global airport best practice, the space supports dignity, privacy and cultural respect. It has been intentionally designed as a neutral, flexible environment without fixed religious symbols, demonstrating how physical infrastructure – alongside programs and policies – can meaningfully contribute to BD&I.

Building on this commitment to inclusive infrastructure, Sydney Airport also opened a Quiet Room in the International Precinct to support passengers who require a calm, low stimulus environment. Two more will be opened in the Domestic Precinct in 2026. Distinct from faith-based facilities, the Quiet Rooms are primarily designed to support neurodivergent passengers, people with hidden disabilities, anxiety, sensory sensitivities or those simply needing a moment of quiet during their journey.

We recognise there is more work still to do to enable accessibility and an inclusive experience. With our ambitious expansion plans for the current Domestic Precinct, integrating international and domestic terminals, accessibility and inclusion has been built into design requirements.

Together, these facilities reflect our holistic approach, recognising that passengers have different needs and that inclusive design requires a range of purpose built spaces.

Establishing these facilities reinforces Sydney Airport's commitment to accessibility, inclusion and community responsiveness, and demonstrates the organisation's broader BD&I strategy in action – translating insight, engagement and values into tangible outcomes.

Nandawabi

See you soon in Dharawal language

SYD
Sydney Airport