

Gender Pay Gap Statement

2023

SYD



The purpose of our Belonging and Inclusion Action Plan is to create a place where everyone can belong and thrive



Executive summary

Sydney Airport (SYD) is committed to creating a place where all of our team members feel like they belong, and can do great work. This commitment is brought to life through the actions that are outlined in our Belonging and Inclusion (B&I) Action Plan.

Central to our plan is our commitment to gender equity, including 'pay equity'.

In 2022-2023, SYD has identified a gender pay gap of 8%. While there is no gender pay gap at SYD in 'like to like' roles, we are committed to eliminating our overall pay gap which is being driven by the following factors:

- Changes in the ratio of men to women across our Senior Leadership Team in the previous 12 months;
- More men than women in senior roles that have higher variable remuneration arrangements, and;
- The under-representation of women in traditionally male dominated professional segments.

While many of these issues will require sustained effort to effect the change we are seeking, we see the achievement of Gender Pay Equity by 2025 as a non-negotiable outcome of our B&I Action Plan.

Key actions underway to address gender equity across SYD are highlighted within this statement and include efforts to ensure robust and equitable foundations (policy and process), inclusive culture and spaces (place), high quality leadership and building both internal and external female talent pools (leadership) and the ongoing measurement of ambitious metrics for success (benchmarks).

Our significantly improved performance on workforce composition, appointments and promotions, flexibility and employment terms, and proactive gender pay review practices (Gender Equality Indicators) demonstrate our actions are having a positive impact on gender equity at SYD.

While there is much work to do in order to achieve sustained gender equity across SYD, we have the unwavering commitment, focus, plans and drive needed to get this right and further bring to life our organisational purpose to 'make Sydney proud every day'.

—
Make Sydney proud every day

Introduction

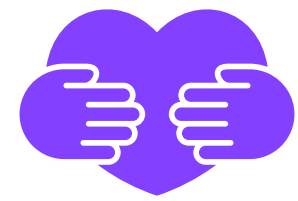
At SYD, we see our team, our culture and the differences we bring to work as fundamental to delivering outstanding outcomes.

It is not only living our Values and doing the right thing, it's about recognising that when our people do well, SYD does well – for our customers, for our partners and for the community.

Building on our foundational Diversity and Inclusion strategy which commenced in 2019, in 2022 we launched our B&I Action Plan, with the purpose of **creating a place where everyone can belong and thrive**.

To achieve this purpose, we are guided by 5 principles which define how we want our people to experience our business:

Our guiding principles



A place to be yourself



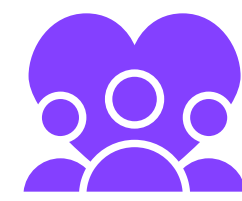
A place candidates seek out



A place people recommend



A place people can feel proud of their contribution to SYD



A place people choose to stay



SYD's Gender pay gap for 2022-2023

8%

The median total remuneration gap

7.2%

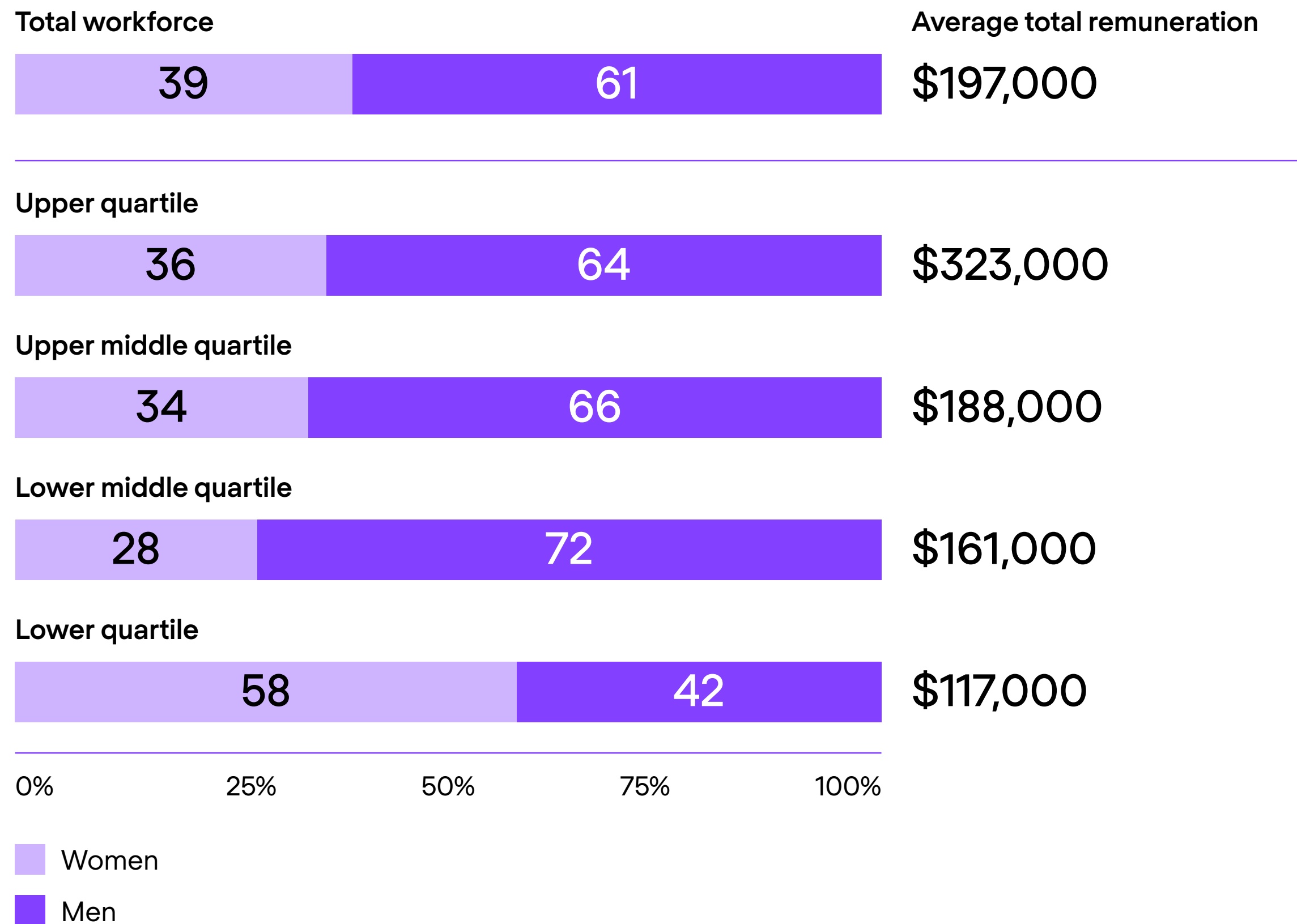
The median base salary gap

3.4%

SYD's Gender Pay Gap

Gender Composition by Pay Quartile

The below chart divides the total remuneration of full-time equivalent pay for all employees in a total of four quartiles.



Gender pay gap drivers

SYD's 2022-23 gender pay gap is not a reflection of paying females less than males in 'like for like' roles, rather these outcomes reflect a number of known factors which we are actively working to resolve, including:

- 1** Under representation of female team members across the overall business (39% female representation for the reporting period).
- 2** Changes at to the Senior Leadership team across 2022-2023, with two of six females on the Senior Leadership Team leaving being replaced by men.
- 3** Under representation of female team members in traditionally male-dominated industry segments like Development, Technical Services, Technology, Data and Digital, Engineering and Property.
- 4** A skew to male team members in senior roles with profit and loss responsibility, many of which are linked to higher variable remuneration offerings and outcomes.
- 5** The most material area of employee volume growth across 2022-23 is aligned to the delivery of significant infrastructure projects, requiring a growth in professional segments with limited available female talent pools (as outlined in point 1).

As many of these issues relate to limited female talent availability in key business segments, we are committed to SYD's critical role in supporting balanced talent pools of the future.

We will do this through ongoing internal efforts to recruit, grow and retain female talent and external, longer-term efforts to attract and encourage school aged females to our industry and key professions.

—
We are committed to SYD's critical role in supporting balanced talent pools of the future



We are pleased with many areas of strong performance in SYD's Gender Equality Indicators

Workforce composition

Noting the continued and focussed effort required to achieve our ambition of sustained gender pay equity, we are pleased with many areas of strong performance in SYD's Gender Equality Indicators for 2022-23. Highlights include:

Material composition improvements between and 2020-21 and 2022-23 notably include a 22-point increase in Women KMP representation (57% in 2022-23) and a 13 point increase in Women in Manager roles (47% in 2022-23).

	Key Management Personnel (KMPs)		Managers		Non-Management	
	Women	Men	Women	Men	Women	Men
2020-21	33%	67%	34%	66%	36%	64%
2021-22	33%	67%	41%	59%	35%	65%
2022-23	57%	43%	47%	53%	36%	64%

Appointments and promotions

In the reporting period 51% of manager and 47% of non-manager appointments and promotions were Female.

As outlined earlier, these balanced outcomes are contextually significant for SYD given the material growth in 'non-traditional' female roles across the business during the period (including the areas of Construction, Project Management, Development and Technical Services), specifically noting the limited female industry representation in these key growth areas.

	Female		Male	
	Number	Percent	Number	Percent
Appointments to manager roles (including promotions)	22	51%	21	49%
Appointments to non-manager roles (including promotions)	67	47%	76	53%

Maintaining a zero pay gap in 'like for like' roles

SYD's investment in a robust remuneration framework and our embedded commitment to regular gender pay reviews have enabled us to rapidly identify and correct 'like for like' pay gaps across the business.

While many of the drivers of SYD's gender pay gap will require long term and industry action to sustainability resolve, we are proud of our demonstrated commitment to resolving 'like for like' gender pay gaps in a timely and proactive manner.

'Like for like' pay gaps are continuously and proactively monitored, and if identified, rapidly resolved to ensure equity in our remuneration practices

Flexibility and employment terms

SYD has invested in a range of market leading employment terms. We understand that true flexibility and support for caring responsibilities are key enablers of women in the workforce.

Our long-standing Flex@SYD Policy is a part of our organisational DNA and reflects our '**all roles are flex**' approach. Flexibility is an ingrained and valued part of our culture.

We see continued strong performance against the Gender Equality Indicators as essential to achieving pay equity and will continue to focus and invest against these critical areas.





What we are actively working on to close the gap

We understand the reasons for our gender pay gap and have a relentless commitment to closing and ultimately sustainably eradicating the gender pay gap at SYD.

Our comprehensive B&I Action Plan is focused around 4 levers to drive the achievement of our purpose to **create a place where everyone can belong and thrive**:

1

Policies and process

The guidelines that ensure fairness and equity, and enable our people to thrive

2

Place

The environment that brings the best out of our people and supports them to perform

3

Leadership

The capability and confidence to bring inclusion to life

4

Benchmarking

Continually tracking and analysing our progress and performance

Actions to improve SYD's Gender Equity and Gender Pay performance are key features of each of the four levers.

1

Policies and process

We recognise that robust policies, processes, and governance are key to supporting fair, consistent and desired outcomes, including around gender representation, advancement and pay equity.

Key initiatives delivered and underway in this area include:

Remuneration

SYD has a comprehensive remuneration framework and suite of policies to support the fair and consistent application of remuneration practice, including variable and non-variable elements as well as other financial rewards.

There is strong governance around these frameworks with any exceptions to policy approved by the CPO (Chief People Officer), CFO (Chief Financial Officer) and CEO (Chief Executive Officer).

We actively manage remuneration outcomes in our annual merit review and bonus cycles to remove bias and ensure equity.

We ensure there are no 'like for like' role pay gaps through the continuous monitoring of the application of our pay practices.

Comprehensive Leave Policy review (completed)

In 2023, we consolidated nine leave policies into one user friendly document and materially improved a range of SYD's leave benefits including:

- **Introduction of 26 weeks paid parental leave (up from 18 weeks). This gender-neutral leave is available for parents and carers to use across the first 2 years of a child's life and includes the payment of superannuation across both paid and unpaid periods of parental leave, with any leave periods not counted as a break in service.**
- **Introduction of Pregnancy Loss leave including 26 weeks paid leave for team members who experience stillbirth.**
- Enhanced paid leave provisions for Kinship, Adoption and Surrogacy Leave
- Enhanced Domestic and Family Violence leave provisions and financial and logistical support offerings
- Embedded paid Wellbeing Leave provisions (3 days per year)

Flex@SYD

SYD has a culture of flexibility, supported by our Flex@SYD Policy. Flexibility takes place in a range of forms including flexible start and finish times, remote working and flexible work times across the day.

Both our leaders and team members have been educated about our flex approach, with support available to enable flexible work across a range of our workforce, including our operational teams.

Robust recruitment, selection, and promotion approach

SYD's ability to attract, appoint and retain female talent plays a crucial role in addressing gender equity.. Noting the female talent shortage in a number of SYD's key professional segments, we have taken proactive and future focussed steps to attract females to our business and enhance our reputation. This includes everything from:

- The introduction of practical recruitment tools to support our Leaders to make better balanced decisions



1. Policies and process continued

- Enhanced recruitment agency partnerships, including a requirement for gender balanced shortlists and proactive female talent scouting for non-traditional roles
- Gender diversity on interview panels
- The development of a female focussed attraction strategy and marketing campaigns, specifically designed to attract females to work in our Development team.

In 2024, SYD's new Talent and Onboarding system will be launched which will provide greater functionalities to improve equitable recruitment outcomes including screening tools to remove bias and gender-neutral language filters.

This new system will also provide greater visibility around the female/male job application rates etc, supporting us to identify opportunities to improve our processes.

Future female talent

We recognise increased female representation in non-traditional roles will require us to build talent, through connection with early-career females.

SYD has a range of partnerships in place to bring early-career females into our workplace including an established Career Trackers partnership and our SYD 100 Scholarships which cover university costs for one recipient per year. Our first SYD 100 recipient was a young female completing an Aviation Degree, who not only completed her internship with SYD, but importantly has now been working in our business in a permanent capacity for over a year.

In addition to these actions underway, from 2024 SYD will commence a school-based information program designed to encourage young females to consider a broader career choice. In partnership with other organisations across the Sydney Airport precinct, this program will initially focus on schools local to the airport, with a view to a potentially broader program in the coming years.

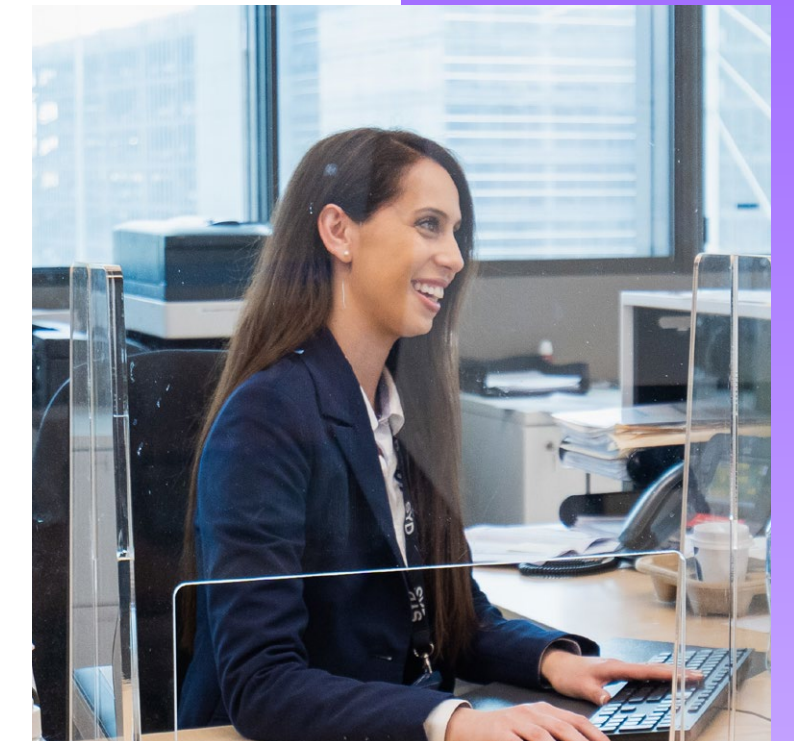
We continue to invest in our mid to senior career females to ensure we are building 'ready now' talent for future executive leadership positions at SYD.

Equitable opportunity

To ensure fair and consistent gender outcomes in all areas of the SYD experience, our annual processes (including performance, promotion, talent and succession, development and reward and recognition) have been built to drive gender equitable outcomes.

For example, performance ratings and outcomes are calibrated and analysed to identify and address areas of bias/skew and to support fair performance-based remuneration outcomes (bonus and merit review allocation).

Our succession plans seek to have balanced pipelines, and identify areas which lack sufficient female representation, with strategies in place to address these gaps through growing internal talent and targeted future appointments.



2 Place

We continue to invest in our workplace culture and the embedding of equity principles into our DNA.

Our annual engagement survey helps us to understand the lived experience of our workforce including the female vs male experience. Our Engage@SYD program commenced in 2019, at which time an engagement differential was identified between females and males (in favour of males).

A range of focussed efforts were undertaken to understand and improve this difference in engagement experience, and since 2021 we have seen the female and male engagement scores sustainably align at a high level, with a 78-engagement score (high performing norm 75) from our most recent survey in September 2023.

While our overall female vs male experience has aligned, we continue to analyse the gender engagement experience across teams and functions, to better enable us to address and course correct differences as they emerge.

To enhance consultation with our workforce around the things that matter, including Belonging and Inclusion and gender equity, we recently launched our Employee Resource Group (ERG). This gender balanced and diverse (job level, function, age, tenure, cultural identity etc) group are a key consultation forum for our business.

Aligned to our reporting commitments, we plan to share our full WGEA 2022-23 results with this group and consult on opportunities for improvement.

We recognise that the availability and appropriateness of physical spaces can support an equitable workplace experience. Since 2021, SYD has introduced and upgraded a range of Breastfeeding rooms and facilities, gender neutral bathrooms and prayer rooms.

—
We have seen the female and male engagement scores sustainably align at a high level



3

Leadership

In 2021, the SYD workforce collaborated to build our 'Leadership Footprint', which defines the mindset, capabilities and practical responsibilities of every Leader across our business, from our frontline Baggage Supervisors to our CEO and Leadership Team.

Central to the Leadership Footprint is an inclusive leadership mindset and defined leadership traits which bring this to life (empathy, openness, vulnerability, fairness).

Across 2022-2025, all SYD leaders have, and will continue to, participate in targeted development programs designed to enhance their capability against the Leadership Footprint.

To date, our Leaders have participated in programs including coaching, feedback, leadership impact, growing your team, and recruitment and selection. The skills and context gained through these programs have supported our Leaders to better lead diverse teams, where all team members can belong, thrive and experience an equitable SYD.

Our 2024 Leadership Footprint program will target conscious inclusion, with a specific focus on how small 'everyday' actions and decisions can lead to inequitable outcomes.

By continuing to invest in enhancing the capability and understanding of our Leaders, we believe we will be well positioned to meet our B&I purpose and deeply embed gender equity as simply 'the way we do business'.

In addition to building Leadership capability, we continue to invest in growing female talent across our business.

SYD's robust Learning & Development offering, alongside our partnerships with leading educational institutions have supported our business to further grow capability across our female cohort. In 2022, we launched a highly successful 'sprint mentoring' program for female team members, designed to build skills in negotiation, project management, presentation and financial skills.

Over 30 female team members from across all levels and areas of the business participated in this program, with over **5 participants receiving a cross functional promotion across the last 18 months, including from HR and Finance to Commercial, Finance to Development, Customer Service to Operations.**

Creating pathways to roles and functions that were traditionally male dominated has supported SYD to improve our representation in these areas. The increased and sustained representation in the roles outlined above, are key to closing our gender pay gap.

This program will run again in 2024, where we hope to expand the offering to 50 female team members.

—
We continue to invest in growing female talent across our business



4 Benchmarking

To understand our impact and progress, our Belonging and Inclusion Action Plan outlines a set of ambitious metrics that will define our success, specifically including:

- 40|40|20 Leadership representation by 2024 – on track
- 45 (F)|55 (M) Employment representation by 2025 – ongoing area of focus
- Achieved sustained gender pay equity by 2025 – ongoing area of focus
- 90% return* from Parental Leave by 2024 – achieved and on track
- Achieve and maintain Family Inclusive Workplace Accreditation (from 2022) – achieved and on-going

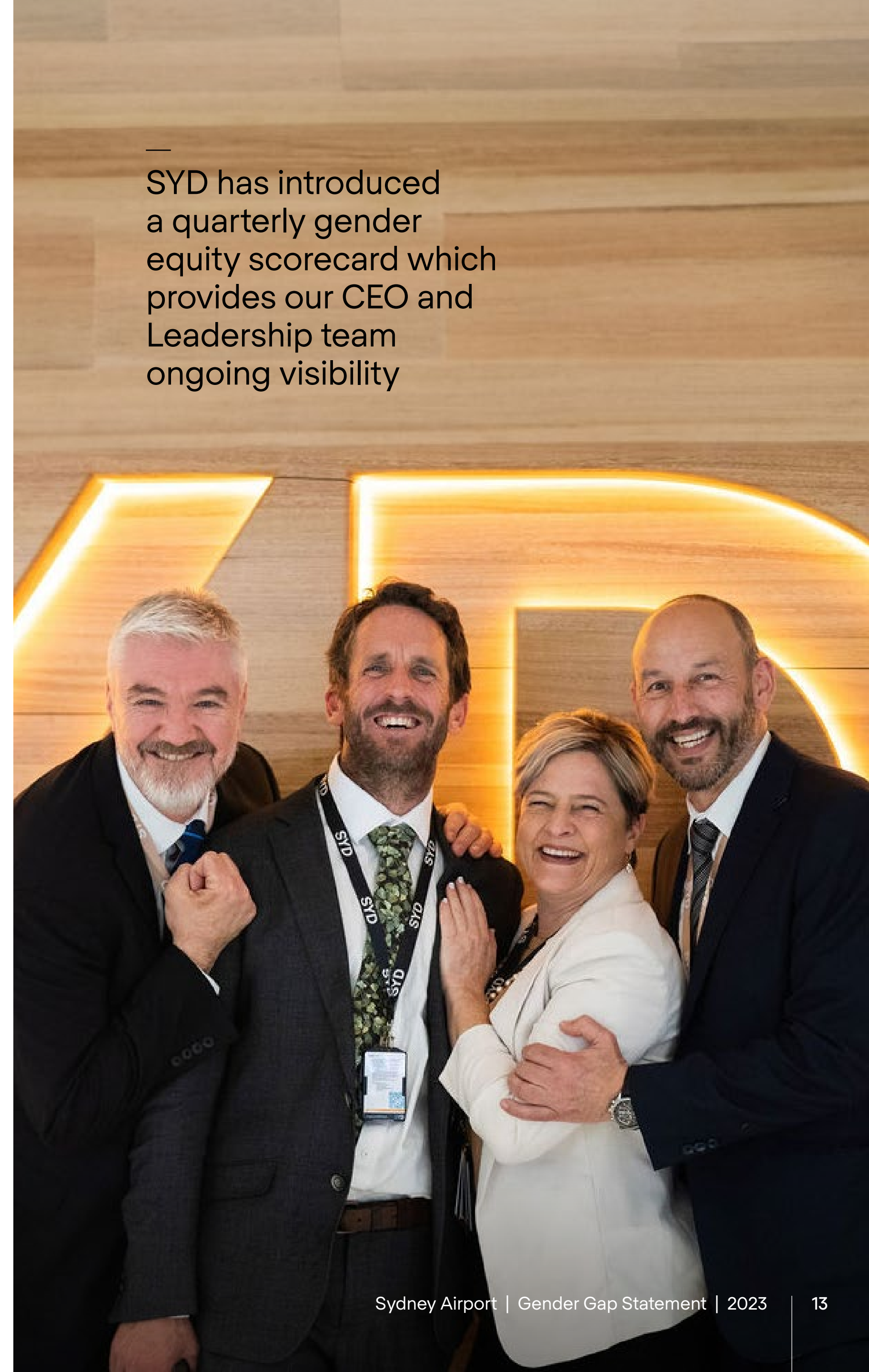
These metrics are analysed and reported to the Executive and Board on a quarterly basis and to the overall workforce regularly across the year.

In addition, SYD has introduced a quarterly gender equity scorecard which provides our CEO and Leadership team ongoing visibility on decisions made across the year that impact gender pay equity.

Analysed at both an overall SYD level and business unit level, this scorecard identifies male vs female outcomes relating to:

- Turnover by gender
- Recruitment by gender
- Promotions by gender
- Pay adjustments by gender
- Training and development investment by gender

—
SYD has introduced a quarterly gender equity scorecard which provides our CEO and Leadership team ongoing visibility



*Metric measures team members who have returned and remained employed by SYD for 12 months post the end of their parental leave period.

Find out more

For more information about our Belonging and Inclusion Action Plan, please visit our website or click [here](#).

SYD

