

ASX-listed Sydney Airport comprises  
Sydney Airport Limited and Sydney Airport Trust 1



# Sustainability Report

## 2014



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# COMMITTED TO A SUSTAINABLE FUTURE

At Sydney Airport, our vision is to deliver a world-class airport experience and foster the growth of Sydney Airport for the benefit of Sydney, New South Wales (NSW) and Australia.

There are four pillars that underpin Sydney Airport's commitment to being a long term and sustainable enterprise.

## **Engaging and responding to our stakeholders**

- Embracing stakeholder relationships
- Transparency and communication

## **Responsibly managing the airport, enhancing the passenger experience**

- Meeting passenger expectations regarding airport experience
- Meeting airline expectations
- Sustainable and efficient use of the asset
- Aviation and climate change impacts
- Safety and security
- Managing noise impacts on nearby communities

## **Supporting passenger growth**

- Anticipated increase in passenger demand
- Getting to and from Sydney Airport

## **Developing our people**

- Staff engagement, development and wellbeing

# MANAGING DIRECTOR AND CEO'S MESSAGE



**Kerrie Mather**  
Managing Director and Chief Executive Officer

Sydney Airport is delighted to present our inaugural Sustainability Report. This report captures the contributions and initiatives, as well as the strategies and intent driving them, which together represent our commitment to being a sustainable enterprise.

In preparing this report, we have focused on what sustainability means for Sydney Airport. As a vital community asset of national strategic and economic significance we are committed to managing the airport safely and ensuring sustainable and efficient use of our assets for the long term.

Sydney Airport's business priorities reflect our stakeholder-focused view of sustainability. We seek to provide a world-class airport experience to those who use our airport, be responsive to all our airline and aviation partners, as well as passenger, customer and staff needs while at all times ensuring their safety and security. We also aim to be a good neighbour to the communities surrounding us and in which we operate.

We plan for and deliver sustainable growth in line with increasing demand for aviation services in a constantly changing environment and are committed to being an employer of choice, attracting and retaining the right people to deliver our vision.

Sydney Airport operates in an extremely complex, dynamic and heavily regulated operational environment. In areas within our direct control we aim to innovate and stay ahead of the curve, and within the airport sector we are regarded as a leader in technological innovation. At times government policy and regulations limit our ability to respond rapidly and flexibly to the needs of our customers. In the areas outside our direct control we are committed to working with our partners, including airlines and government agencies, to provide them with information and options to help them operate as efficiently as possible.

We hope this first consolidated account of our sustainability performance will assist in improving transparency and understanding of our priorities amongst all our stakeholders, and offer our investors greater insight into our plans for addressing the sustainability challenges and opportunities faced by our organisation and the airport sector more widely.

In particular, I would like to highlight the following achievements in 2014. Sydney Airport:

- Generated EBITDA of \$948.3 million, a 6.1% increase relative to passenger growth of 1.7%, and paid distributions of 23.5 cents per stapled security to shareholders;
- Received approval from the Australian Government for Sydney Airport's Master Plan 2033 providing a vision for efficient, economic and sustainable development of the airport over the next 20 years;
- Increased the frequency of our customer surveys, identifying key drivers of overall satisfaction (terminal presentation, ambience, passenger processing and customer service) and used this information to inform our investment priorities;
- Continued to work closely with airline partners, identifying and delivering improvements on their key areas of focus including general wayfinding, comfort of gate areas and increased processing on outbound departures;

- Continued to successfully implement our commitment to diversity with increases in the number of women employed and female representation on the Board;
- Established a framework to measure and benchmark our community investment;
- Rolled out a revised Safety Management System with a key focus on equipping managers with the skills required to carry out their roles and promote safety at the airport;
- Received approval from the Australian Government for Sydney Airport's five-year Environment Strategy, providing the strategic direction for the environmental management of the airport;
- Achieved Level 1 certification under the Airport Carbon Accreditation scheme and progressed towards developing a revised Energy Savings and Carbon Reduction Plan; and
- Commenced formal consultation with the Australian Government and community engagement in relation to Sydney Airport's Right of First Refusal, which provides the opportunity to develop and operate a second major airport within 100 kilometres of Sydney's CBD.



We seek to provide a world-class airport experience to those who use our airport, be responsive to all our airline and aviation partners, as well as passenger, customer and staff needs while at all times ensuring their safety and security.

Looking to the future, we have a number of opportunities and challenges. We will continue to astutely manage our assets and revenue sources to advance our business and that of our airline customers. We will also seek to manage the key developments underway, without impacting the quality of service or infrastructure that supports our day-to-day operations.

Finally, to our investors and all our other stakeholders who have encouraged us to publicly report on our sustainability performance, we have listened to your feedback. This inaugural report is a first step in public sustainability reporting and we are committed to building on this. Work is underway to develop a comprehensive set of indicators of performance that reflect the highest priorities of our stakeholders and these will be included in future reports. In many areas covered by this report, these goals and targets are already well embedded in our day-to-day management of the airport (such as safety and customer satisfaction), while in others they are currently under revision (such as greenhouse gas and energy management).

We welcome feedback from all our stakeholders on this report to ensure we can build upon and improve our accountability going forward.

**KERRIE MATHER**  
MANAGING DIRECTOR AND  
CHIEF EXECUTIVE OFFICER  
SYDNEY AIRPORT



# 1

## INTRODUCTION



# 1.1 ABOUT SYDNEY AIRPORT

Sydney (Kingsford Smith) Airport (the airport), is Australia's primary gateway, handling over 40% of all international and 44% of all domestic and regional passengers within Australia. It is an essential part of the global transport network connecting Sydney to 44 international, 22 interstate and 22 regional destinations. The airport is conveniently located eight kilometres from Sydney's CBD and less than 10 kilometres from major tourist attractions. This proximity benefits both business and tourism and helps to support Sydney and NSW's economic prosperity.

Sydney Airport is an ASX top 30 publicly listed company, owned by millions of Australians through more than 90,000 investors including the majority of Australia's major institutional and industry superannuation funds. Sydney Airport is responsible for the airport's infrastructure and many of the activities that take place within the airport precinct. There are a number of other parties who play vital roles in the airport's operation. The table on page six presents an overview of the different responsibilities of Sydney Airport, governments and other third parties in managing the airport.

## 44

international destinations

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## 22

interstate destinations

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## 22

regional destinations

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## /// PARTNERS AND RESPONSIBILITIES FOR MANAGING SYDNEY AIRPORT

### Sydney Airport

Includes activities within Sydney Airport's control, including service providers contracted directly by Sydney Airport (indicated with \*)

### Governments and government agencies

Includes activities undertaken by Australian and NSW governments and their respective agencies. Sydney Airport has little control but some influence over these activities

### Airport users, service providers and facilities

Includes third party operators and airport users undertaking activities within the airport. Sydney Airport has little control but some influence over these activities

<b>Getting to/from the airport</b>	<ul style="list-style-type: none"> <li>• Roads inside airport boundary</li> <li>• Car park and inter-terminal shuttle buses*</li> <li>• Car parking*</li> <li>• Pick up/drop off bays and zones</li> <li>• Footpaths and cycle paths inside airport precinct</li> </ul>	<ul style="list-style-type: none"> <li>• Train services</li> <li>• Public bus services</li> <li>• Roads, footpaths and cycle paths outside airport precinct</li> </ul>	<ul style="list-style-type: none"> <li>• Passengers and airport visitors</li> <li>• Taxis</li> <li>• Limousines</li> <li>• Private bus services</li> <li>• Train stations</li> <li>• Private vehicles</li> <li>• Pedestrians and cyclists</li> <li>• Car hire</li> </ul>
<b>Using the airport</b>	<ul style="list-style-type: none"> <li>• Facilities cleaning and maintenance*</li> <li>• Retail spaces</li> <li>• Office spaces</li> <li>• Safety</li> <li>• Security systems</li> <li>• Security personnel*</li> <li>• Wayfinding</li> <li>• Waste management*</li> </ul>	<ul style="list-style-type: none"> <li>• Customs</li> <li>• Immigration</li> <li>• Police</li> <li>• Quarantine</li> <li>• Emergency Services</li> <li>• Bureau of Meteorology</li> </ul>	<ul style="list-style-type: none"> <li>• Passengers and airport visitors</li> <li>• Airline lounges and offices</li> <li>• Duty free</li> <li>• Retail outlets</li> <li>• Advertising</li> <li>• Food and beverage outlets</li> <li>• Hotels</li> <li>• Freight facilities</li> <li>• Handling companies and offices</li> </ul>
<b>Aeronautical activities</b>	<ul style="list-style-type: none"> <li>• Runway availability</li> <li>• Terminal and airfield asset allocation</li> <li>• Managing airline relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Regulating aircraft movements, curfew, noise-sharing</li> <li>• Air traffic control</li> </ul>	<ul style="list-style-type: none"> <li>• Passengers and airport visitors</li> <li>• Runway slot coordination</li> <li>• Check-in for passengers and baggage</li> <li>• Airlines</li> <li>• Maintenance and repair of aircraft</li> <li>• Baggage loading on aircraft</li> <li>• Aircraft fuelling, catering and cleaning</li> <li>• Freight companies</li> </ul>

### **Airport management**

Airport marketing; environmental management; IT systems; planning, development and construction; corporate services; contract, service provider, concession and lease management; and stakeholder and community engagement.



Sydney Airport has four main business units: Aviation Services (aeronautical); Retail; Property and Car Rental; and Parking and Ground Transport. A snapshot of each is provided in the table below.

### /// 2014 SNAPSHOT OF SYDNEY AIRPORT'S BUSINESS UNITS



Aviation services	Retail	Property and car rental	Parking and ground transport
Manage the airline relationships and commercial agreements, undertake long term planning for the airport and run the day-to-day operations of the airport	Manage leases and developments for retail outlets and licensing of advertising rights in Terminal 1 (T1) and Terminal 2 (T2)	Manage rental leases and developments for sites, buildings and other facilities around the airport	Manage infrastructure to support road access and public transport services within the airport precinct, manage airport car parks and access fees
<b>Revenue:</b> <ul style="list-style-type: none"> <li>\$487 million</li> <li>4.9% increase on pcp</li> <li>42% of total</li> </ul>	<b>Revenue:</b> <ul style="list-style-type: none"> <li>\$255 million</li> <li>5.6% increase on pcp</li> <li>22% of total</li> </ul>	<b>Revenue:</b> <ul style="list-style-type: none"> <li>\$194 million</li> <li>3.6% increase on pcp</li> <li>17% of total</li> </ul>	<b>Revenue:</b> <ul style="list-style-type: none"> <li>\$140 million</li> <li>5.7% increase on pcp</li> <li>12% of total</li> </ul>
<b>Traffic:</b> <ul style="list-style-type: none"> <li>38.5 million passengers</li> <li>327,190 aircraft movements</li> <li>40% of Australia's international passengers</li> <li>44% of Australia's domestic and regional passenger</li> </ul>	<b>Retail space:</b> <ul style="list-style-type: none"> <li>20,765 m2 international terminal</li> <li>4,637 m2 domestic terminal</li> </ul>	<b>Property:</b> <ul style="list-style-type: none"> <li>937,800 m2 GLA</li> <li>534 sites</li> </ul>	<b>Vehicles:</b> <ul style="list-style-type: none"> <li>~19,000 daily taxi journeys to and from the airport</li> <li>~5,000 daily bus, coach and limousine journeys to and from the airport</li> </ul>
<b>Infrastructure:</b> <ul style="list-style-type: none"> <li>3 runways</li> <li>3 passenger terminals</li> <li>48 contact gates</li> <li>6 A380 gates</li> <li>99 aircraft parking bays</li> </ul>	<b>Tenants:</b> <ul style="list-style-type: none"> <li>127 retail outlets in international terminal</li> <li>57 retail outlets in domestic terminal</li> <li>596 advertising sites</li> </ul>	<b>Tenants:</b> <ul style="list-style-type: none"> <li>98% occupancy</li> <li>162 tenants</li> <li>6 car rental operators</li> <li>10 airline lounges</li> </ul>	<b>Car parking:</b> <ul style="list-style-type: none"> <li>16,864 car spaces</li> <li>~400,000 online users</li> <li>~12,000 vehicles using car parks every day</li> </ul>
<b>Network:</b> <ul style="list-style-type: none"> <li>39 airlines</li> <li>88 destinations</li> <li>26 countries with direct services</li> </ul>			

Note: Sydney Airport also generated approximately \$81 million of revenue from aeronautical security recovery and \$6 million attributable to other sources.

## INTRODUCTION

### GOVERNANCE AND ETHICS

Sydney Airport is governed by a Board of Directors, which includes Managing Director and CEO Kerrie Mather. Management are responsible for decision making on all significant aspects of Sydney Airport's operations including economic, environmental and social impacts. A Corporate Governance statement is included in the Annual Report each year, addressing the Principles and Best Practice Recommendations of the Corporate Governance Council of the Australian Securities Exchange. The Constitution, Board Charter, Audit and Risk Committee Charter, Nomination and Remuneration Committee Charter, Business Code of Conduct and other corporate governance documents are available [here](#).

The organisation is guided by Sydney Airport's Vision statement: to deliver a world-class airport experience and foster the growth of Sydney Airport for the benefit of Sydney, NSW and Australia. The core values of integrity and openness, safety and security, excellence, teamwork, creativity, flexibility and sustainability, are reflected in all policies and programs across the organisation. Sydney Airport's Vision and Values, Customer Charter, and Diversity and Equal Opportunities policies are available [here](#).

Sydney Airport is comprised of Sydney Airport Limited, which is the parent company of the operator of Sydney (Kingsford Smith) Airport, and Sydney Airport Trust 1 (SAT1), whose responsible entity is The Trust Company (Sydney Airport) Limited, a wholly owned subsidiary of The Trust Company Limited and its listed parent, Perpetual Limited. The Trust Company (Sydney Airport) Limited is the responsible entity of SAT1 and the SAT1 constitution is available [here](#).



# 1.2 ABOUT THIS REPORT

This report covers the period 1 January 2014 to 31 December 2014, with the exception of environmental data sets which are reported for 1 July 2013 to 30 June 2014 in line with Sydney Airport's other external environmental reporting. It is prepared in accordance with Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines 'core' option for reporting.

This report is Sydney Airport's first consolidated account of our sustainability performance. The main goal of this report is to consolidate and communicate the plans, activities and measures that are already embedded in the way Sydney Airport is managed. The reporting process has also provided an opportunity to reflect and identify areas where performance can be improved and these opportunities form the basis of the commitments included in this report.

In future years, it is intended that Sydney Airport's sustainability reporting will include specific quantitative performance targets. Progress on their development is underway in a number of areas, such as appropriate energy and carbon intensity measures and targets for the airport, as well as emissions reduction targets. While assurance has not been sought for this first report, Sydney Airport recognises the importance of seeking external assurance and this will be considered in future years.

The issues and related performance information included in this report have been determined through a materiality process that was guided by the AA1000 Accountability Principles Standard (2008) and the GRI Reporting Principles of stakeholder inclusiveness, sustainability context, materiality and completeness. The process involved:

- Interviews with representatives of each of Sydney Airport's key stakeholder groups to understand their views of Sydney Airport's sustainability performance and the issues of highest interest or concern to them;
- Research and analysis by our sustainability consultants, Banarra, to identify and prioritise the sustainability issues of greatest importance to Sydney Airport's stakeholders and greatest relevance to Sydney Airport's operations;
- A workshop involving Sydney Airport's CEO and Executive Leadership Team to review and validate the issues identified through the materiality analysis and then rank these issues according to four criteria:
  1. The **relationship** between the issue and Sydney Airport (i.e. the boundary of the issue);
  2. The **level of control** Sydney Airport has over management of the issue;
  3. The **likelihood** of the issue affecting the decisions and actions of Sydney Airport's stakeholders; and
  4. The **significance** of potential impacts related to the issue on people, the environment and the economy.



The main goal of this report is to consolidate and communicate the plans, activities and measures that are already embedded in the way Sydney Airport is managed.

- Using the workshop outcomes to guide the report structure and the nature and extent of reporting for each issue; and
- Mapping each material issue against the GRI aspects and disclosures to select those of greatest relevance for inclusion within the report.

The resulting material issues, stakeholder groups who have expressed an interest in each issue, and related GRI performance aspects are outlined in the table on the next page.

## SYDNEY AIRPORT'S MATERIAL ISSUES

MATERIAL ISSUE	STAKEHOLDER GROUPS INTERESTED IN THIS ISSUE	RELATED GRI ASPECTS	RELATED REPORT SECTION
<b>Embracing stakeholder relationships</b>  The need for Sydney Airport to invest in building stronger stakeholder relationships and engagement. These relationships are vital and ultimately underpin Sydney Airport's overall sustainability..	<ul style="list-style-type: none"> <li>• Community</li> <li>• Airlines</li> <li>• Airport stakeholders (tenants and suppliers)</li> <li>• Government</li> <li>• Regulators</li> <li>• Employees</li> <li>• Media</li> <li>• Investors</li> <li>• Passengers</li> <li>• Industry associations</li> <li>• Tourism bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Local communities</li> </ul>	2.1
<b>Transparency and communication</b>  The need for Sydney Airport to proactively communicate our priorities, performance and future plans in a transparent manner.	<ul style="list-style-type: none"> <li>• Community</li> <li>• Airlines</li> <li>• Border agencies</li> <li>• Airport stakeholders (tenants and suppliers)</li> <li>• Government</li> <li>• Employees</li> <li>• Media</li> <li>• Investors</li> <li>• Passengers</li> <li>• Industry associations</li> <li>• Tourism bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Public policy</li> <li>• Anti-competitive behaviour</li> <li>• Anti-corruption</li> <li>• Compliance</li> </ul>	2.2
<b>Meeting passenger expectations regarding airport experience</b>  The need for Sydney Airport to meet passenger expectations regarding the airport experience, particularly in relation to the overall ambience of the airport, while noting that passenger experience may be impacted by factors that are outside Sydney Airport's direct control.	<ul style="list-style-type: none"> <li>• Airlines</li> <li>• Passengers</li> <li>• Government</li> <li>• Regulators</li> </ul>	<ul style="list-style-type: none"> <li>• Service quality</li> <li>• Provision of services or facilities for people with special needs</li> <li>• Customer satisfaction*</li> </ul>	3.1
<b>Meeting airline expectations</b>  The need for Sydney Airport to build stronger relationships with, respond to and balance the needs of airlines.	<ul style="list-style-type: none"> <li>• Airlines</li> <li>• Passengers</li> <li>• Government</li> <li>• Industry associations</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction*</li> <li>• Service quality</li> <li>• Airline satisfaction survey</li> </ul>	3.2

MATERIAL ISSUE	STAKEHOLDER GROUPS INTERESTED IN THIS ISSUE	RELATED GRI ASPECTS	RELATED REPORT SECTION
<b>Sustainable and efficient use of the asset</b>  The need for, and ability of, Sydney Airport to respond to the increase in passenger traffic and the growing demand placed on the airport, including: <ul style="list-style-type: none"> <li>• Efforts made in relation to increasing the overall efficiency of the asset;</li> <li>• Prioritisation of sustainable growth within the existing airport precinct over airport expansions; and</li> <li>• Role of government regulation and Sydney Airport's relationship and engagement with government.</li> </ul>	<ul style="list-style-type: none"> <li>• Airlines</li> <li>• Airport stakeholders (tenants and suppliers)</li> <li>• Government</li> <li>• Investors</li> <li>• Industry associations</li> </ul>	<ul style="list-style-type: none"> <li>• Economic performance</li> <li>• Indirect economic impacts</li> <li>• Procurement practices</li> <li>• Water</li> <li>• Biodiversity</li> <li>• Effluent and waste</li> <li>• Spills</li> <li>• Emissions – air quality</li> </ul>	3.3
<b>Aviation and climate change impacts</b>  The impacts the aviation industry can have on climate change and Sydney Airport's related responsibilities, including opportunities to collaborate with various stakeholders.	<ul style="list-style-type: none"> <li>• Airlines</li> <li>• Airport stakeholders (tenants and suppliers)</li> <li>• Government</li> <li>• Investors</li> <li>• Industry associations</li> </ul>	<ul style="list-style-type: none"> <li>• Emissions</li> <li>• Energy</li> </ul>	3.4
<b>Safety and security</b>  The importance of ensuring the safety and security of airport users, which is recognised as a priority by both Sydney Airport and our stakeholders.	<ul style="list-style-type: none"> <li>• Community</li> <li>• Airlines</li> <li>• Airport stakeholders (tenants and suppliers)</li> <li>• Employees</li> <li>• Government</li> <li>• Passengers</li> <li>• Emergency Services</li> </ul>	<ul style="list-style-type: none"> <li>• Customer health and safety</li> <li>• Occupational health and safety</li> <li>• Security practices</li> <li>• Business continuity and emergency preparedness</li> </ul>	3.5
<b>Managing noise impacts on nearby communities</b>  The need to balance and manage the responsibilities of Sydney Airport and government in managing noise impacts. Understanding that noise impacts on nearby communities result mainly from aircraft but also ground-based noise from Sydney Airport.	<ul style="list-style-type: none"> <li>• Community</li> <li>• Government</li> <li>• Airlines</li> </ul>	<ul style="list-style-type: none"> <li>• Noise</li> </ul>	3.6
<b>Anticipated increase in passenger demand</b>  The broader economic context in which Sydney Airport operates which is characterised by steadily increasing passenger traffic, both domestically and internationally. In this context, understanding and responding to the potential increase of Sydney Airport's current positive and negative sustainability impacts.	<ul style="list-style-type: none"> <li>• Community</li> <li>• Airlines</li> <li>• Airport stakeholders (tenants and suppliers)</li> <li>• Government</li> <li>• Investors</li> <li>• Passengers</li> <li>• Industry associations</li> <li>• Tourism bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Market presence</li> </ul>	4.1



## INTRODUCTION

MATERIAL ISSUE	STAKEHOLDER GROUPS INTERESTED IN THIS ISSUE	RELATED GRI ASPECTS	RELATED REPORT SECTION
<b>Getting to and from Sydney Airport</b> Sydney Airport's efforts in relation to ensuring passengers, visitors and airport workers get to and from Sydney Airport efficiently, and in a timely and affordable manner. Includes efforts relating to: <ul style="list-style-type: none"> <li>• Easing traffic congestion, road network expansions and minimising related impacts on airport commuters and the wider community;</li> <li>• Increasing public transport options, the need to encourage public transport use and advocating to reduce train station access fees for more frequent and affordable train services;</li> <li>• Management of car parking capacity, the expansion of affordable car parking products, and increasing awareness of online parking discounts; and</li> <li>• Supporting improved airport access for pedestrians and cyclists and the need to support both modes of active transport within the airport precinct.</li> </ul>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Airlines</li> <li>• Airport stakeholders (tenants and suppliers)</li> <li>• Government</li> <li>• Employees</li> <li>• Passengers</li> <li>• Visitors</li> </ul>	<ul style="list-style-type: none"> <li>• Transport</li> <li>• Inter-modality</li> </ul>	4.2
<b>Employee engagement, development and wellbeing</b> Sydney Airport's efforts to continuously improve staff engagement, develop employees and support employee performance.	<ul style="list-style-type: none"> <li>• Employees</li> </ul>	<ul style="list-style-type: none"> <li>• Employment</li> <li>• Training and education</li> <li>• Diversity and equal opportunity</li> </ul>	5.1

\*Customer satisfaction relates to relevant component of the GRI G4 Aspect Product and Service Labelling

While all of the issues identified above are considered of material importance to Sydney Airport and our stakeholders, only some are related directly to Sydney Airport's own activities. Remaining issues are related to the activities of other airport stakeholders, including government agencies and departments, airlines, retailers and other airport tenants, suppliers and contractors, passengers and other airport users, tourism bodies and transport operators. These relationships (or issue boundaries) are outlined in the figure opposite and discussed in further detail in Section 2.1.

### /// BOUNDARIES OF SYDNEY AIRPORT'S MATERIAL ISSUES

#### ISSUES RELATED TO THE ACTIVITIES OF SYDNEY AIRPORT AND OTHER AIRPORT STAKEHOLDERS

MATERIAL ISSUE	OTHER STAKEHOLDERS INVOLVED IN MANAGING THIS ISSUE
Sustainable and efficient use of the asset	<ul style="list-style-type: none"> <li>• Government and related agencies</li> <li>• Airlines and agents (e.g. ground handlers)</li> <li>• Airport tenants and suppliers</li> <li>• Passengers</li> </ul>
Safety and security	<ul style="list-style-type: none"> <li>• Airlines</li> <li>• Airport tenants and suppliers</li> <li>• Passengers</li> <li>• Government and related agencies</li> <li>• Regulators</li> </ul>
Meeting passenger expectations regarding airport experience	<ul style="list-style-type: none"> <li>• Airlines</li> <li>• Airport tenants and suppliers</li> <li>• Government and related agencies</li> </ul>
Managing noise impacts on nearby communities	<ul style="list-style-type: none"> <li>• Government and related agencies</li> <li>• Airlines</li> </ul>
Anticipated increase in passenger demand	<ul style="list-style-type: none"> <li>• Airlines</li> <li>• Government and related agencies</li> <li>• Passengers</li> <li>• Tourism bodies</li> </ul>
Getting to and from Sydney Airport	<ul style="list-style-type: none"> <li>• Government and related agencies</li> <li>• Transport operators</li> <li>• Passengers</li> <li>• Employees</li> <li>• Visitors</li> </ul>
Aviation and climate change impacts	<ul style="list-style-type: none"> <li>• Airlines</li> <li>• Airport tenants and suppliers</li> </ul>

#### ISSUES RELATED TO SYDNEY AIRPORT'S OWN ACTIVITIES

MATERIAL ISSUE
Embracing stakeholder relationships
Transparency and communication
Meeting airline expectations
Employee engagement, development and wellbeing

# 2

## ENGAGING AND RESPONDING TO OUR STAKEHOLDERS



## 2.1 EMBRACING STAKEHOLDER RELATIONSHIPS

Fostering positive, strong, long-lasting relationships with all those who might be affected by the decisions and activities concerning the airport's development and operation is a priority for Sydney Airport.

Operating one of Australia's largest and most significant infrastructure assets safely, effectively and sustainably in close proximity to the Sydney CBD is complex. It requires an ongoing commitment to, and focus on, the needs and expectations of those who use the airport, while seeking to minimise the adverse impacts on those who live, work or travel in and around the precinct.

At a high level, these stakeholders include the following groups:

- Community
- Passengers
- Airlines
- Airport service providers (incl. tenants and suppliers)
- Employees
- Investors
- Tourism bodies
- Industry associations
- Government
- Border agencies
- Media

Sydney Airport recognises that each stakeholder group has different interests, needs and interactions with the airport. An overview of the manner and frequency with which Sydney Airport engages with each of our stakeholder groups is included as an appendix to this report.

There are two main ways the airport engages with stakeholders:

- Informal, ongoing engagement as a natural part of building and maintaining strong and long-lasting relationships; and
- Formal, targeted engagement on specific issues or events.







Sydney Airport values our interactions with, and the opinions of, key stakeholder groups. We undertake extensive engagement as part of targeted consultation processes, and through Sydney Airport's Senior Executives and other key staff being accessible and available to meet stakeholders as and when important matters or concerns arise. For example:

- A range of programs aimed at better understanding and responding to the needs of the airport's two main customer groups: passengers and airlines (discussed in Sections 3.1 and 3.2);
  - We engage with local communities through support and sponsorship of local community organisations and events (discussed in Section 3.3); and
  - A collaborative approach to working with governments and agencies to improve transport options and infrastructure within and surrounding the airport precinct (discussed in Section 4.2).
- In 2014 Sydney Airport continued:
- To actively engage with the community and government stakeholders through our membership of the Sydney Airport Community Forum and Planning Coordination Forum;
  - Ongoing day-to-day engagement with all airport service providers to deliver the efficient operation of the airport;
  - Frequent meetings and events for institutional and retail investors both in Australia and international jurisdictions; and
  - To receive and respond to feedback in relation to customer experience in using the airport and our facilities, received via social media, feedback systems in place around the terminals, and an online complaints system.



Sydney Airport undertakes a range of programs aimed at better understanding and responding to the needs of the airport's two main customer groups: passengers and airlines.



## PLANNING FOR THE FUTURE

The five-yearly master planning process provides stakeholders with the most significant opportunity to shape the vision and long term plans for the airport's development and operation. Preparation of the Australian Government-approved Master Plan 2033 involved extensive consultation over a three-year period with the local community, agencies of the Australian and NSW governments, the aviation and freight industries, local government, Members of Parliament, businesses, tourism groups and the community.

Feedback received as part of the Master Plan 2033 process commented favourably on the breadth and quality of Sydney Airport's consultation and engagement. A complete overview of the consultation process and those engaged can be found in the Master Plan 2033 [here](#).

In addition, major developments at the airport require the preparation of a Major Development Plan (MDP). The most significant consultation and engagement activity during 2014 related to Sydney Airport's proposals to upgrade the journey and ground transport experience for those travelling to, from and around the airport. A summary of the approach is outlined below. Sydney Airport's response to the key issues raised is included in Section 4.2.

In 2015, Sydney Airport will focus on ensuring that community members living in the vicinity of the airport understand how the airport is progressing in implementing the Master Plan 2033. This upcoming period of engagement also presents an opportunity for Sydney Airport to seek the views of community members and understand how they would like to be engaged and receive information on the airport's plans and progress in future.

## WORK TOGETHER TO DELIVER THE AIRPORT'S DAY-TO-DAY OPERATIONS

Effectively managing the airport's day-to-day operations requires communicating the complexity of the airport's operations and plans in an appropriate level of detail for the different levels of knowledge and interest amongst stakeholders. Implementation of any developments or operational changes requires significant ongoing dialogue with the stakeholders most affected, to ensure changes are managed safely and to anticipate and minimise any disruptions.

In 2014, Sydney Airport began engaging our stakeholders around upcoming road development works that will temporarily affect the use of the east-west runway and the pattern of aircraft noise around the airport and under flight paths. Sydney Airport worked closely with the NSW Roads and Maritime Services (RMS) to engage with the Sydney Airport Community Forum (SACF) to ensure the community was aware of any likely aircraft noise impacts associated with the works and to seek feedback. SACF's membership includes a range of local councils as well as state and federal MPs. More detailed information on the proposal has been released for community comment as part of a Review of Environmental Factors (REF).

## 2015 COMMITMENTS

- Communicate Sydney Airport's future plans and implementation timetable to local stakeholders and residents; and
- Understand and respond to how local communities want to participate in Sydney Airport's progress and development of future plans.

## 2.2 TRANSPARENCY AND COMMUNICATION

One of the most challenging aspects of managing a significant piece of infrastructure is anticipating and responding to rapid and often short-term changes in the aviation market. This must be done concurrently with delivering on the medium and long term plans to realise Sydney Airport's vision for the future and responding to changes in the aviation landscape.

Transparency and openness are core values for Sydney Airport. The internal culture of cross-departmental knowledge sharing and open and transparent engagement with key stakeholders continues to be strengthened. Sydney Airport is also more proactive in communicating our priorities, performance and future plans to all stakeholders. An example of this has been the development of a five-year ground transport plan, reflecting feedback from the master planning process.

Aircraft noise is always of significant interest in the local community, and Sydney Airport has provided additional noise-related data and information that exceeds legislative requirements in the Master Plan 2033, establishing a precedent that other airports around Australia are being encouraged to follow. This increased transparency has been recognised and welcomed by many stakeholders.



Transparency and openness are core values for Sydney Airport. The internal culture of cross-departmental knowledge sharing and open and transparent engagement with key stakeholders continues to be strengthened.

In 2014, a number of investors and external agencies indicated they would like Sydney Airport to report on our sustainability initiatives in a single publication. Much of the information included in this report is already available via Sydney Airport's website and other public documents. However, the value of a consolidated annual sustainability account that follows a globally recognised reporting standard, and enables investors and other stakeholders to more effectively evaluate and benchmark Sydney Airport's performance, has been recognised.

### ACTIVE INVOLVEMENT IN PUBLIC POLICY DEVELOPMENT

Many of Sydney Airport's activities are the subject of operational regulation, including aviation safety and security, curfews, aircraft movements and noise sharing, airport master planning and major developments, and environmental management. Decisions made by local and NSW governments in relation to planning and development of the land and infrastructure surrounding the airport can also have a significant impact on the airport.

Sydney Airport acknowledges the need for appropriate regulation regarding the airport's operation, however, maintaining efficiency and flexibility in this context can be challenging. Poorly conceived legislation can result in unnecessary costs and limitations on operations that can adversely impact the airport's customers and investors. Therefore, Sydney Airport seeks to anticipate and contribute to public policy development. We take an active approach through the preparation of submissions for government inquiries and other consultative processes, as well as through frequent and open engagement with governments to understand their plans and provide Sydney Airport's perspective.



Sydney Airport is currently formally engaged with the Federal Government in a consultation process in relation to the potential development and operation of a Western Sydney airport. In anticipation of this engagement, the board and management confirmed in April 2014, that Sydney Airport would cease making any donations to, or supporting fundraisers for, any political parties.

In recent years Sydney Airport has increased our advocacy around a number of issues of importance to our operations and stakeholders, with 26 submissions made to public policy reviews and inquiries in 2014.

Whilst many of these inquiries are yet to be finalised, Sydney Airport has achieved positive outcomes from our advocacy in the following cases:

- 1 The NSW Government has agreed with recommendations made by the NSW Legislative Council's General Purpose Standing Committee No. 3 to increase the number of bus routes servicing Sydney Airport. The government has indicated their intention to increase the number of bus routes from one to five.
- 2 The NSW Government has, to date, agreed with Sydney Airport's opposition to additional residential development in aircraft noise-affected areas on the Kurnell Peninsula.
- 3 The City of Botany Bay Council amended their development control plan in the manner recommended by Sydney Airport to support the implementation of the National Airports Safeguarding Framework.
- 4 The NSW and Australian governments jointly committed \$282 million funding in their respective budgets for road upgrades in the airport eastern, northern and western precincts to proceed, to complement the on-airport works being undertaken by Sydney Airport to ease congestion. RMS is continuing to work closely with Sydney Airport to deliver these important road upgrades.
- 5 Sydney Airport is taking part in the Department of Infrastructure and Regional Development's review of community aviation consultation groups around Australia, including the Sydney Airport Community Forum (SACF). Sydney Airport supports SACF and has advocated that the role and membership of the forum be broadened and strengthened.

## ENGAGING AND RESPONDING TO OUR STAKEHOLDERS

### EVALUATING WESTERN SYDNEY AIRPORT

In April 2014, the Australian Government announced that Badgerys Creek would be the site for the Western Sydney airport. Under the 2002 Sydney (Kingsford Smith) Airport Sale Agreement, Sydney Airport has a Right of First Refusal to develop and operate a second Sydney airport within 100 kilometres of the CBD.

The Right of First Refusal has a number of phases including a consultative phase and, after a period of consideration, a subsequent contractual phase. The consultative phase between Sydney Airport and the Australian Government commenced on 30 September 2014 and will continue to 30 June 2015.

At the end of the consultation, and after due consideration, the Australian Government may issue Sydney Airport with a Notice of Intention, after which the airport has a minimum of four months to consider exercising our option. These phases are expected to continue into 2016.

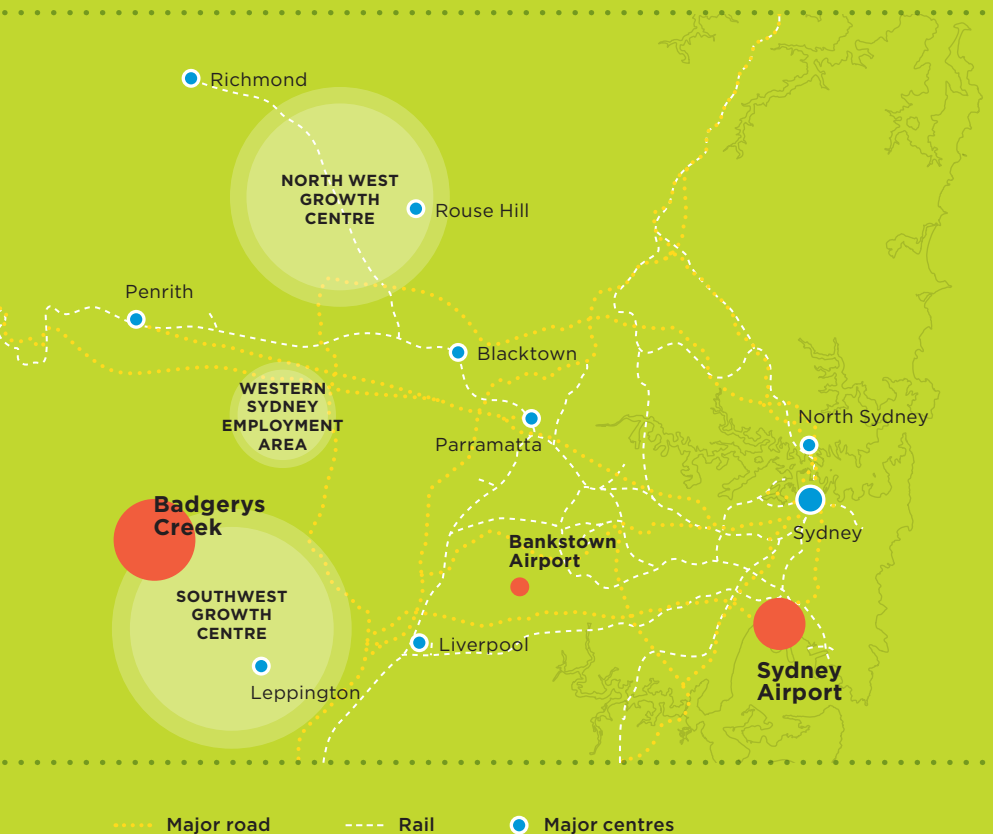
Sydney Airport is 100 per cent committed to the formal consultation process with the Australian Government. Given the size, complexity and importance of this development, it is crucial that the Western Sydney airport is designed, constructed and operated in the most efficient manner.

A team of internal and external experts has been established, with extensive and global experience, to evaluate the opportunity and to examine the key drivers that are expected to underpin the long term economic prosperity of Western Sydney.

The business case will examine, amongst other things, passenger forecasting, demographics, airport design and operation, planning and commercial development, environmental analysis, and funding and financial modelling.

Sydney Airport supports Badgerys Creek as the site for the Western Sydney airport. It is the logical place for the airport to be as it sits within the heart of Western Sydney, which today has a population of two million people that is expected to grow to three million by the mid-2030s.

Engagement has commenced with relevant councils, local MPs, business, tourism and community organisations in order to understand all stakeholder impacts and expectations, including those for our investors.



## FAIR AND ETHICAL OPERATING PRACTICES

Sydney Airport is committed to operating in a way that promotes fair and ethical conduct in all business dealings and activities. Our 'Guide to Business Conduct' applies to all directors and employees as well as to certain contractors and consultants, and includes policies regarding management of conflicts of interest, whistle-blowing, anti-corruption and dealing with governments. Sydney Airport's procurement code of conduct also sets out clear expectations for tender processes and other aspects of dealings with suppliers. Sydney Airport's supply chain management is guided by our procurement policy and a detailed procurement methodology that includes:

- Risk assessments for all major contracts that include risks relating to the environment, health, impacts on airport stakeholders, legal and regulatory compliance, reputational impacts, operational and commercial impacts;
- Governance standards to ensure the highest ethical behaviour and fair dealings;
- Contractual requirements for suppliers to provide professional customer service and comply with a Contractor Code of Conduct which includes appropriate behaviour; and
- Ongoing management and review of safety management across the supply chain including safety inductions, drug and alcohol management, workers' protective equipment and training, field audits and a proactive improvement program.

In practice, Sydney Airport maintains fair and ethical operating practices in a number of ways. Sydney Airport's management approach supports fair and ethical dealings through an emphasis on cross-departmental involvement in all major projects or processes. While this approach is primarily in place to ensure that any potential impacts on airport operations have been identified and considered, inherent in this approach is risk mitigation around improper conduct in relation to significant decisions and actions.

Sydney Airport has specialised in-house legal expertise to provide advice on practices that may carry a risk of anti-competitive behaviour, particularly in the area of products or service promotions, and where appropriate, seeks Australian Competition and Consumer Commission (ACCC) clearance prior to public release.

In 2014, Sydney Airport provided training to selected employees in marketing and related areas, to ensure staff understand potential issues that might be considered anti-competitive behaviour. Recent internal audit work has also focused on the potential for fraud risk. While no specific issues were identified, a number of enhancements to strengthen practices and procedures in this area are being implemented in 2015. There were no confirmed incidents of corruption or legal actions for anti-competitive behaviour, anti-trust, or monopoly practices in 2014.



Sydney Airport's management approach supports fair and ethical dealings through an emphasis on cross-departmental involvement in all major projects or processes.

## 2015 COMMITMENTS

- Engage stakeholders to understand how Sydney Airport can build on and improve our sustainability reporting;
- Develop clear, measurable, time-bound goals and targets for each material issue in the Sydney Airport 2015 Sustainability Report; and
- Determine approach to assurance of future sustainability reports.



# 3

## RESPONSIBLY MANAGING THE AIRPORT, ENHANCING THE PASSENGER EXPERIENCE



# 3.1 MEETING PASSENGER EXPECTATIONS REGARDING AIRPORT EXPERIENCE

Sydney Airport is Australia's busiest airport for passenger services, handling 38.5 million passengers in 2014. Passenger needs at Sydney Airport, and at airports around the world, have changed dramatically with the advent of new technologies, increasing travel and the broadening of service offerings for both leisure and business travellers.

In 2013, Sydney Airport introduced a Customer Charter which provides clear guidance on the expected customer service standards to ensure that customers remain a central focus of the airport's day-to-day operations. The airport works closely with our business partners to promote excellent customer service and behaviour in line with the Charter.

In particular, Sydney Airport understands that all airport stakeholders have an influence over the customer experience. For example, passengers interact with core services including security and retail. Sydney Airport's service standards for customers are written into the contracts and leases where practical. To ensure these service standards are readily available to all airport teams, they are made available to all new airport inductees as part of the Aviation Security Identification Card (ASIC) process.

## BALANCING PASSENGER NEEDS WITH AIRPORT OPERATIONS

Sydney Airport understands that many components of the airport's operations come together to affect the passenger experience at the airport, as shown in Section 1.1. Sydney Airport is committed to working with the broad range of stakeholders to provide passengers with quality facilities and services, efficiency in processing times and wayfinding, as well as high standard retail, food and beverage offerings that provide value and choice to our diverse mix of passengers.

As part of the commitment to consult with our business partners, Sydney Airport regularly meets with representatives of our airline partners to discuss airline and customer feedback and improvement works. The aim of these meetings is to provide airlines with information on the proposed terminal capital works and seek feedback on expected operational and passenger impacts. Any works planned within the controlled areas of the terminal also attract similar, regular engagement with the border agencies that operate within these areas.

To complement this, a formal survey is undertaken with airlines and border agencies on a bi-annual basis. This face-to-face survey is used as an opportunity to seek feedback from these business partners on the priorities they deem will have the most positive impact on the overall customer experience. The overall airport's responsiveness rating remains consistent with an improvement in 2014.



Sydney Airport is committed to working with the broad range of stakeholders to provide passengers with quality facilities and services, efficiency in processing times and wayfinding, as well as high standard retail, food and beverage offerings.

On a day-to-day basis, there is an ongoing alignment of demand planning with border agencies and airlines, including forecasting to predict, plan and communicate expected passenger numbers, providing a more agile and coordinated response to demand.

Sydney Airport's Vision and Values and Customer Charter outline our commitment to meeting passenger expectations, and these are managed at the airport through four core departments: Aviation Services (including security), Retail, Parking and Ground Transport, and Corporate Affairs (including the Customer Experience Committee). Sydney Airport also works closely with airlines, border agencies and the government to represent the needs of passengers in areas outside of Sydney Airport's direct control, particularly check-in, connecting flights, delays, Customs and Quarantine.

## RESPONSIBLY MANAGING THE AIRPORT, ENHANCING THE PASSENGER EXPERIENCE

### COMMITMENT TO PASSENGER SATISFACTION

Within the airport, passengers' needs and expectations include quality service, clean facilities, easy access to baggage trolleys, ease of movement, fast check-in and Customs processing, and diversity of retail services. Sydney Airport is one of many parties at the airport delivering services and interacting with airport customers, thereby influencing customer experiences and satisfaction.

The Customer Experience Committee works across the airport to prioritise the key drivers of customer satisfaction in four key areas: terminal presentation, ambience, passenger processing and customer service. It monitors these commitments and meets on a monthly basis to review performance, investment priorities and recommend new initiatives.

Sydney Airport conducts self-completion surveys with randomly selected passengers over six days each month, covering a range of times from 7am to 9pm. Sydney Airport utilises the results to identify service areas and facilities that are driving customer satisfaction, to monitor the level of satisfaction with critical aspects of the airport and to track changes over time. Sydney Airport reports on certain aspects of these to the ACCC on an annual basis. Overall customer satisfaction has remained consistent since 2013, with a slight increase in 2014.

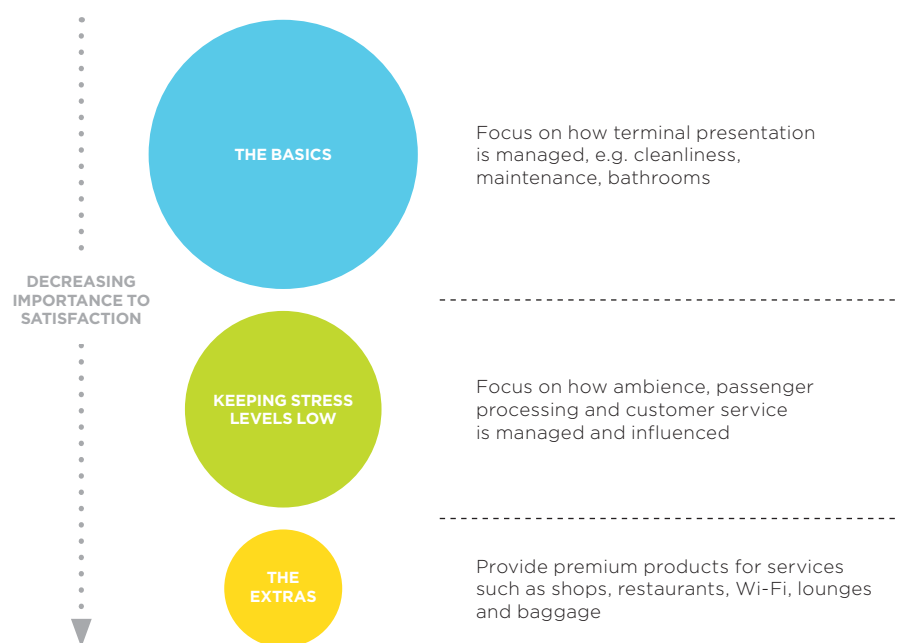
Sydney Airport also commissions mystery shopping activities each quarter. These activities provide insights on customer experience, including how to improve the product offering and overall experience based on face-to-face interactions with customer facing teams.

As a direct result of customer feedback in 2013, Sydney Airport implemented the Red Ambassador program (Mandarin speaking terminal guides), collaborated with Customs to increase the number of SmartGates, introduced multilingual signage, commenced a bathroom upgrade program, and continued check-in expansion. The airport invested in free Wi-Fi across the airport, new lounges for passengers, infrastructure to speed up passenger screening and check-in processes, and an extensive increase in retail and food offerings to provide greater value and choice.

### STEPS TO IMPROVING CUSTOMER SATISFACTION

The Customer Experience Committee, in conjunction with each business unit, continues to work on initiatives to improve the customer experience. This committee uses passenger survey data to determine the main drivers of overall satisfaction for customers. This data is then used to determine and prioritise projects and initiatives.

This year, the areas identified as the main drivers of overall satisfaction were:





## NEW TECHNOLOGY

In response to innovation and customer demand, Sydney Airport is increasingly using visual technology and mobile applications to support passengers in navigating the airport and to manage check-in and boarding. Technology based initiatives include the roll out of free Wi-Fi and the installation of charging stations at terminal lounges. Sydney Airport is also implementing multi-lingual on-screen announcements and multi-lingual signage within the airport, and plans to implement communication services in six languages across the airport. The public address system in T2 is being upgraded to provide multi-lingual announcements while the same functionality in T1 is being reviewed.

## COLLABORATION TO REDUCE PASSENGER WAIT TIMES

In 2014, Sydney Airport committed to reducing the amount of waiting time passengers experience from check-in through to Customs. Working closely with border agencies and airlines,

Sydney Airport has delivered faster passenger facilitation by implementing a number of measures in advance of the peak period to address increased demand. In addition to the installation of four additional SmartGate kiosks, and six additional check-in kiosks, the following initiatives were undertaken:

- Regular collaboration with the border agencies on more accurate forecasting of passenger presentation profiles and resource allocation. As a result, additional facilitation staff were deployed from other operational areas to work at the airport during the peak period. The additional resources were supplemented by Sydney Airport, including our Airport Ambassadors to provide additional customer service and passenger facilitation services; and
- The implementation of the 'Fast Track' process has also allowed passengers to move more quickly through Customs when connecting from domestic to international flights.

## TRANSFORMING T1

More than 13 million passengers travel through T1 every year, and in 2014, Sydney Airport began a program to provide more seating, widen walkways and improve wayfinding. These investments and initiatives will enhance the airport experience for passengers, visitors and staff.

## CHOICE AND VALUE

Sydney Airport is focused on providing value and choice for our customers across the airport to further enhance the overall passenger experience and cater to the airport's diverse passenger mix.

There are more than 200 stores and eateries across the airport, which offer a range of products, food and beverages to suit various tastes and price points.

The duty and tax free goods offering is an important part of Sydney Airport's retail experience, providing customers with the opportunity to save on a wide range of products.



## RESPONSIBLY MANAGING THE AIRPORT, ENHANCING THE PASSENGER EXPERIENCE

Sydney Airport has opened a range of new retail stores and food and beverage outlets across T1 and T2 over the past two years to further enhance choice for passengers, and continues to bring new and exclusive brands and products to the airport.

Sydney Airport has also ensured that there are options for basic items such as coffee and water that are no more expensive at the airport than what is available downtown.

Providing value and choice in parking products is also important to Sydney Airport, our passengers and visitors. Customers are encouraged to obtain significant discounts off drive-up rates by pre-booking parking online, with online deals enabling customers to save money on a range of parking from one-hour stays to stays of over one month.

### ACCESSIBILITY FOR ALL PASSENGERS

Sydney Airport aims to provide a positive experience for all travellers. The Disability Access Facilitation Plan assists passengers with special needs to travel to and within the airport, and advises all passengers of the service aspects that Sydney Airport has in place to ensure access. The plan can be read in full [here](#).

Sydney Airport has also commenced implementation of road and facility upgrades as part of the five-year ground transport plan (refer Section 4.2).

### 2015 COMMITMENTS

- Complete expression of interest for new hotel in the T2/T3 precinct;
- Complete the T1 landside food court development; and
- Establish method, baseline and targets for year on year reporting of passenger satisfaction results.





## 3.2 MEETING AIRLINE EXPECTATIONS

Sydney Airport understands our responsibilities in relation to the quality and delivery of services to airlines, maintenance of the operating environment, and the efficient use of current and planned infrastructure. Sydney Airport works closely with the 39 airlines operating out of the airport to provide these services effectively and efficiently. Since 2002, Sydney Airport has invested \$2.6 billion in new capacity and facilities as part of the ongoing commitment to delivering a world-class airport.

Sydney Airport is guided by feedback through consultation with our business partners, including airline and border agencies, and through customer surveys. This is balanced with compliance with regulated standards that are defined by agencies such as the Office of Transport Security, CASA, and other key stakeholders such as the ACCC and Airservices Australia, in delivering services to airlines. Building and maintaining relationships with airlines is a key ongoing priority and focus for the airport. The management of airline relationships is shared across different teams to ensure all levels of airline expectations are understood, from day-to-day airport operations to commercial teams and the Executive Leadership Team.

The Master Plan 2033 includes infrastructure development to support airlines, including 16 additional international gates for A380 and similar aircraft and 30 new swing gates which can serve both international and domestic aircraft. New navigation and surveillance technologies, such as the implementation of the Southern Hemisphere's first Ground Based Augmentation System (GBAS) in mid-2014, are anticipated to provide continued benefits to passenger and aircraft safety and reduced airline operating costs.

### LISTENING TO AIRLINES' NEEDS

Sydney Airport meets with airlines once a month through the Airline Operators Committee (AOC) for both the domestic and international terminals. Sub-committees of the AOC are formed to seek additional feedback from airlines on capital projects and issues. Sydney Airport also maintains frequent ongoing communication with airlines as part of daily airport operations management. Airline satisfaction surveys are conducted every six months, with results aggregated and reviewed annually. This face-to-face survey covers all the main customer touch points and is undertaken for both T1 and T2. The survey is an important source of feedback for Sydney Airport, enabling continual performance improvement in the areas of greatest importance to airline partners.

#### TOP FIVE AREAS OF FOCUS FOR AIRLINES IN 2014

- 1 Wayfinding**  
Assisting their customers to find their way around the terminal
- 2 Gate areas**  
The comfort and crowding of the gate lounges for customers including the availability of assets
- 3 Emigration**  
The ease and timeliness of facilitation through the emigration process;
- 4 Arrivals**  
The ease and timeliness through the arrivals process including immigration, baggage collection and quarantine requirements
- 5 Check-in**  
The ease of location and availability of facilities to meet demand

In addition, Sydney Airport meets with airlines and representative bodies such as the Board of Airline Representatives of Australia Inc (BARA) and the Australian Business Aviation Association (ABAA) on a monthly basis through the Aeronautical Capital Investment Consultative Group (ACICG). The purpose of the ACICG meetings is to:

- Facilitate consultation with airport users over future capital projects;
- Provide a forum for airlines, BARA and ABAA to convey their priorities for investment in airport infrastructure; and
- Provide a forum for Sydney Airport to provide feedback and address airline comments or requests on specific capital projects.

### 2015 COMMITMENTS

- Support airlines and deliver necessary infrastructure as they increase aircraft size, increase flight frequency on existing routes and add new routes;
- Deliver new technologies to support satellite-assisted performance-driven landings which save fuel and deliver potential noise-sharing benefits; and
- Establish method, baseline and targets for year on year reporting of airline satisfaction results.

## **3.3 SUSTAINABLE AND EFFICIENT USE OF THE ASSET**

In fulfilling its vision, Sydney Airport aims to make a sustained positive contribution to society and the economy in Sydney, NSW and Australia. This contribution is made through enabling tourism and trade, providing a hub of local employment and business activity and investing in the local community. Sydney Airport is also committed to operating in a socially and environmentally responsible manner according to safe and ethical business practices.

Sydney Airport also has a responsibility to deliver value for and optimise returns to investors. Together, the industry and institutional superannuation funds and retail investors in Sydney Airport represent millions of Australians.

The financial viability of Sydney Airport is dependent on good planning and use of the asset, maintaining strong and trusting relationships with key stakeholders, as well as responsible management of economic, social and environmental impacts. The airport master planning process underpins those work streams.

The Airports Act 1996 requires that Sydney Airport has a master plan outlining the strategic direction for efficient and economic development of the airport and indicating the intended uses of the airport site over a 20-year period. Sydney Airport's Master Plan 2033 was approved by the Australian Government and is refreshed every five years.



Sydney Airport is committed to operating in a socially and environmentally responsible manner according to safe and ethical business practices.

The Master Plan 2033 includes information on Sydney Airport's economic and regional significance; air traffic history and forecasts; a development plan for the terminals, airfield, freight, ground transport and commercial activities; a land use plan; and the approach to managing safety, security, noise sustainability, climate change and environmental impacts over the next 20 years. Preparation of the Master Plan 2033 involved extensive community and stakeholder consultation and the document is freely and publicly available from Sydney Airport's website.

The Master Plan 2033 outlines how future traffic growth can be accommodated across the terminal precincts and within existing regulatory frameworks such as a cap of 80 aircraft movements per hour and a curfew. Further detail on Sydney Airport's response to increasing passenger traffic is discussed in Section 4.1 of this report.

### **SUSTAINED POSITIVE CONTRIBUTION TO SOCIETY AND ECONOMY**

As a major regional employment hub and a global tourism and business gateway, Sydney Airport benefits the people of Sydney, NSW and Australia in a number of ways. Economically, direct and indirect activity at Sydney Airport contributes the equivalent of 6% of the NSW economy and generates almost 300,000 jobs. A large number of workers are residents of the communities surrounding the airport, particularly in the Sutherland Shire and Rockdale local government areas. There are also significant numbers of airport-related employees living in Kogarah, Hurstville, Canterbury, Randwick and Botany Bay.

Sydney Airport supports significant local business activity in the Port Botany/Sydney Airport precinct. Surrounding the airport is a network of approximately 800 light-industrial and tourism related businesses that rely on or support airport related activity, such as freight/logistics, catering, engineering, vehicle rental businesses and accommodation businesses.

Sydney Airport commissioned a study by Deloitte Access Economics to quantify the economic impact of these activities. The study found that Sydney Airport generates:

- 283,700 jobs (equivalent to 8% of NSW employment), including 160,000 direct jobs, 28,000 of which are located at the airport;
- A \$13.2 billion contribution to household income with the average full time equivalent wage of an employee working in the Sydney Airport precinct 13% higher than the NSW average for all employees;

# 283,700

Jobs generated by Sydney Airport

# 160,000

Direct employment generated by Sydney Airport

# \$13.2 billion

Contribution to household income

# 113%

Average wage in airport precinct compared to NSW average

# \$27.6 billion

Overall economic contribution



- Substantial income and GST revenues to the Australian Government, payroll taxes to NSW Government and annual contributions to Botany Bay, Rockdale and Marrickville Councils; and
- An overall economic contribution of \$27.6 billion, equivalent to 6% of the NSW economy and 2% of the Australian economy.

Sydney Airport invests in our local communities through a variety of partnerships and sponsorships with schools, organisations and charities. These range from small scale partnerships including local sporting clubs to major events such as the annual six-week Sydney Airport Community Christmas Giving Appeal. Sydney Airport also has a diverse community investment program that reflects our organisational commitment to support the growth of aviation for the benefit of Sydney, NSW and Australia.

Sydney Airport is also proud of the service it provides to regional communities, including an extensive route network during peak hours, facilitating connectivity with

international and domestic routes, and lower airport charges than almost all other airports in the NSW regional route network.

In 2014, Sydney Airport distributed \$1,205.6 million of the economic value it generated through employment, procurement, investor returns, taxes and community investments. Further information on Sydney Airport's financial performance in 2014 can be found in the Annual Report [here](#).

Through the Master Plan 2033, Sydney Airport outlined our plans to sustain this contribution over the long term, which includes:

- Focusing airport development on supporting tourism and trade;
- Managing the airport as efficiently as possible with the aim of achieving maximum use and value from existing infrastructure investments; and
- Continuing to work collaboratively with governments, tenants and airlines to enable them to succeed and to sustain their economic contributions.



### **COMMITMENT TO ENVIRONMENTAL MANAGEMENT**

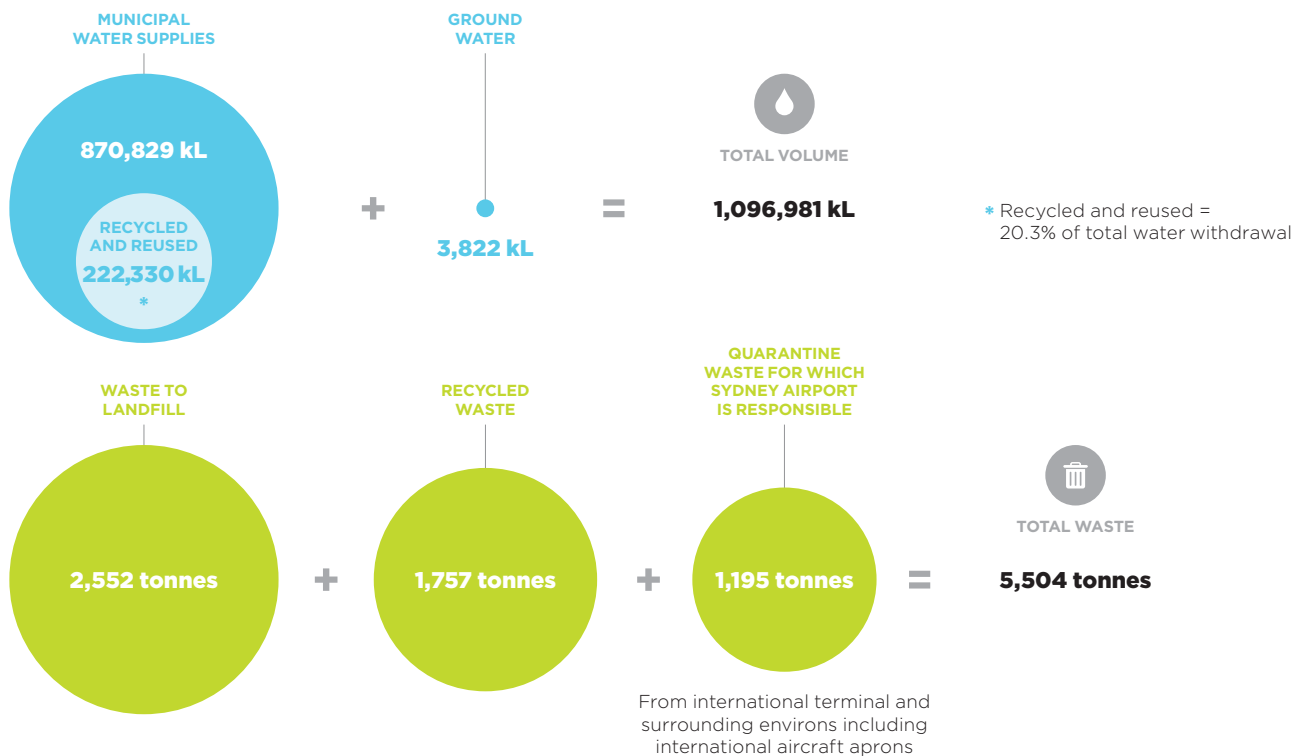
All major airports inevitably have some impacts on the environment and local communities. Aircraft noise and degraded air quality are a concern for local communities. Airport operations can either directly or indirectly generate carbon emissions and waste, consume water, and affect local waterways, wildlife and biodiversity values. Minimising these environmental impacts is essential for Sydney Airport to operate sustainably, and the airport focuses on a cooperative, proactive approach with regulatory agencies, airport stakeholders and business partners, working together to ensure potential adverse impacts of airport operations are avoided or minimised.



The airport focuses on a cooperative, proactive approach with regulatory agencies, airport stakeholders and business partners, working together to ensure potential adverse impacts of airport operations are avoided or minimised.

Assessment of environmental impacts is undertaken as part of Sydney Airport's overall risk management approach, which systematically identifies and evaluates key environmental risks affiliated with all airport operations. Sydney Airport's Environment Strategy 2013-2018 identifies 10 specific aspects of environmental management that are relevant to the operation of the airport. These are climate change and energy management; water management; air quality; ground-based noise; ground transport; biodiversity and conservation management; heritage; waste and resource management; soil and land management; and spills and hazardous materials.

### /// ENVIRONMENTAL SNAPSHOT



All environmental data is provided for the 1 July 2013 to 30 June 2014 reporting year with exception of groundwater data which is provided from January 2014 to December 2014.

Water consumption based on monthly usage data provided by utilities and recycling plant operator. Includes all water usage for Terminals 1 and 2 only (including tenant water usage) as Terminal 3 is managed directly by a single tenant (Qantas).

Waste figures based on data provided by waste disposal contractors. Waste to landfill and recycled waste includes estimates of proportion of general waste based on contractor default recovery rate (25%).

The Environment Strategy includes a detailed action plan for the 10 areas of environmental management and reports to the Australian Government annually on progress. Key environmental indicators from 2014 are shown in the diagram above. Environmental issues that were identified as being of greatest stakeholder interest – climate change and energy, noise management and impacts relating to transport – are discussed in further detail in later sections of this report.

### 2015 COMMITMENTS

- Complete and establish a framework for evaluation and decision-making regarding local community investments;
- Refine method for collecting and monitoring environmental data including waste, water and energy to enable improved reporting; and
- Establish method for collecting and monitoring local content in procurement spend including setting baseline and targets.



## 3.4 AVIATION AND CLIMATE CHANGE IMPACTS

In the context of increasing passenger numbers, the use of fossil fuels in air travel and the aviation industry's contribution to global greenhouse gas emissions is of significant interest to a range of our stakeholders. Sydney Airport supports the view of Airport Council International (ACI) that the aviation industry should address climate change impacts on a global level through a long term strategy that identifies and phases in environmentally effective, economically efficient and politically

viable measures for each category of emission.

Sydney Airport's total energy consumption and greenhouse gas emissions for 2014 are outlined below.

Over 90% of Sydney Airport's GHG emissions arise from the consumption of purchased electricity used primarily for HVAC cooling and ventilation systems, lighting, baggage handling, lifts and elevators. In 2012, Sydney Airport commissioned the development of an Energy Savings

and Carbon Reduction Plan that identified a range of opportunities to reduce electricity consumption and associated GHG emissions. These included:

- Improvements to efficiency of escalators and travelators;
- Various lighting efficiency upgrades;
- Air conditioning system upgrades; and
- Improvements to baggage handling equipment.

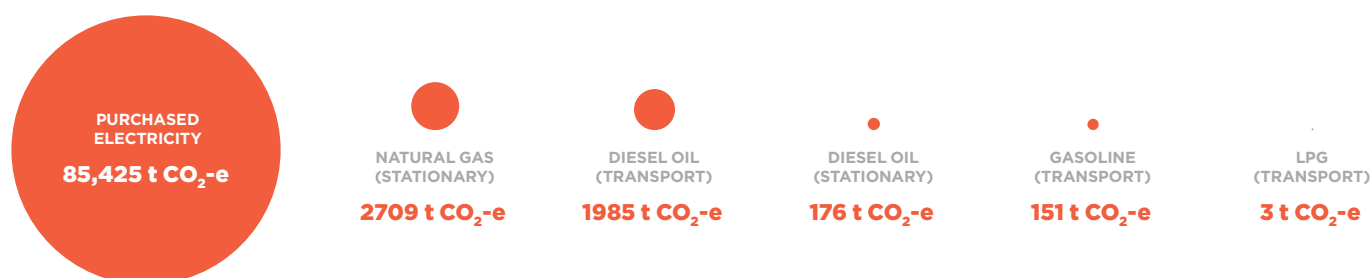
### /// SYDNEY AIRPORT'S ENERGY CONSUMPTION AND GHG EMISSIONS 2014

TYPE	ENERGY CONSUMPTION (GJ)	GHG EMISSIONS (t CO <sub>2</sub> -e)
Natural gas (stationary)	52,775	2709
Diesel oil (stationary)	2,522	176
LPG (transport)	44	3
Gasoline (transport)	2,179	151
Diesel oil (transport)	28,398	1,985
<b>Total Scope 1</b>	<b>85,918</b>	<b>5,024</b>
Purchased electricity	353,481	85,425
<b>Total Scope 2</b>	<b>353,481</b>	<b>85,425</b>
<b>Total Scope 1 and 2</b>	<b>439,399</b>	<b>90,449</b>

Data is reported on the basis of 1 July 2013 to 30 June 2014 reporting year to align with Sydney Airport's other GHG reporting requirements and carbon reduction plan.

Energy and greenhouse gas emissions reported within Sydney Airport's operational control in line with the National Greenhouse and Energy Reporting Act (2007) and supporting methodologies and conversion factors.

### /// SYDNEY AIRPORT'S GHG EMISSIONS 2014



## SYDNEY AIRPORT TAKES A STEP TOWARDS CARBON NEUTRALITY

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As a signatory to the Global Aviation Commitment to Action on Climate Change, Sydney Airport is working towards an industry-wide target of carbon neutral growth from 2020, and ultimately carbon neutrality, through the Airport Carbon Accreditation certification scheme. Airport Carbon Accreditation is an internationally recognised certification system designed to assess and recognise participating airports' efforts to manage and reduce their carbon emissions. The program was recently commended by the OECD's International Transport Forum.

In May 2014, Sydney Airport achieved Airport Carbon Accreditation certification at Level 1 which required the mapping of various sources of CO<sub>2</sub> emissions on the airport site and then have our carbon footprint independently verified, as well as provide details of our greenhouse gas management. Sydney Airport also monitors and reports on energy consumption and greenhouse gas emissions through the Australian Government's National Greenhouse and Energy Reporting scheme (NGERs) and the Carbon Disclosure Project (CDP).

Sydney Airport's Energy Savings and Carbon Reduction Plan is currently under review as part of moving towards Level 2 Airport Carbon Accreditation certification, which involves establishing a baseline and key performance indicators, setting carbon reduction targets and providing evidence of effective carbon management over consecutive years.

In 2014, Sydney Airport implemented a number of energy saving measures identified under the plan, including installation of:

- LED lighting in floodlights, aerobridges, street lighting, car parks, taxiways and a number of areas within the airport terminals;
- Movement sensors in some aerobridges;
- Variable Speed Drive Pumps for the Recycled Water Treatment Plant; and
- Gas fired hot water service (and recycled water provisions) to service the new bathroom facilities.

Additional measures that were implemented also included:

- Replacement of existing chillers with four high-efficiency variable-speed chillers;
- Variable Speed Drive installations to pumps and fans; and
- Upgrade of the T1 chilled water system and air handling systems.

In 2014, Sydney Airport offset the emissions associated with our own vehicle fleet through Greenfleet, a not-for-profit carbon offset provider. Greenfleet's program seeks to offset carbon emissions through native forest restoration projects. In recognition of over five years of continuous support to the program, Sydney Airport received the Huon Award from Greenfleet.

In addition to carbon reduction, Sydney Airport is responding to risks and opportunities associated with climate change through monitoring research and actions by governments that could have implications for Sydney Airport. In the past, Sydney Airport engaged with the National Climate Change Adaptation Research Facility and contributed to the development of Policy Guidance Briefs specifically for infrastructure, addressing climate change adaptation and resilience. Sydney Airport has also worked with the University of New South Wales and the Office of Environment and Heritage in the development of a paper that reviews current and emerging research in infrastructure adaptation planning for climate change across five sectors including energy, water, telecommunications, transport and community infrastructure.

Sydney Airport will also undertake a climate vulnerability assessment in 2015 to ensure that any relevant adaptation strategies are factored into future planning for the airport.

### 2015 COMMITMENTS

- Establish method, baseline and targets for year on year public reporting of energy consumption and greenhouse gas emissions, including establishing intensity indicators;
- Progress towards achieving Level 2 certification under Airports Carbon Accreditation scheme; and
- Complete climate vulnerability assessment and develop adaptation strategies to inform future planning for the airport.

## **3.5 SAFETY AND SECURITY**

Ensuring Sydney Airport is a safe and secure operating environment is a top priority. From providing essential security infrastructure and a comprehensive safety management system, to protecting the airspace, Sydney Airport is committed to ensuring the airport operates safely and efficiently. Sydney Airport recognises our responsibilities for our employees, contractors, visitors and other third parties who access areas under our control.

### **SECURITY MANAGEMENT SYSTEM**

Security management is carried out in accordance with the regulatory obligations specified in the Aviation Transport Security Act 2004 and the Aviation Transport Security Regulations 2005.

The security management system is described in Sydney Airport's Transport Security Program (TSP). The program sets out in broad terms Sydney Airport's security risk context, mitigation measures, and emergency and contingency plans. Sydney Airport regularly reviews, updates and seeks approval from the Department of Infrastructure and Regional Development for changes to the program.

Sydney Airport coordinates the management of aviation security with other parties, including Commonwealth agencies that have responsibilities for, or are connected with, aviation. An aviation industry participant security guide is provided to all industry participants located on Sydney Airport with an understanding of the security management system.

Sydney Airport is focussed on maintaining a strong security culture, investing in regular staff security awareness programs. Specific communications were issued in

response to the increase in Australia's National Terrorism Public Alert Level in September 2014 to ensure everyone working at Sydney Airport continues to maintain the highest security standards in order to protect passengers, staff, visitors and the airport itself.

The security awareness program at Sydney Airport is supported by a national aviation security awareness strategy called Airport Watch. This community approach, similar in principle to Neighbourhood Watch programs, not only focuses on identifying suspicious activity, but resolving it on a real time response basis.

### **SECURITY WITH SERVICE**

Sydney Airport engages a government licensed and professionally qualified security service provider. Along with passenger and checked baggage screening, the main security functions that are undertaken by Sydney Airport's security service provider include airport perimeter patrols, airside/terminal/landside foot patrols, gate access control, and general CCTV security surveillance and alarm monitoring.

"Security with service" is viewed as critical to the end-to-end passenger experience at Sydney Airport. Screening officers are trained in accordance with Sydney Airport's Service Standards. In 2014, all passenger screening supervisors attended a Customer Service Recovery Training Program focusing on conflict resolution.

Sydney Airport seeks to minimise the impact on passengers and staff without compromising safety and security or compliance with legislation. In the case of matters relating to security operations, personal information, including

## **EXERCISE NIGHTBIRD**

Civil Aviation Safety Regulations require airport operators to conduct a multi-agency emergency exercise at least once every two years. Exercise Nightbird, which was undertaken in September 2014, involved more than 200 emergency service and Sydney Airport personnel taking part in a training exercise that tested the airport's emergency response plan. The exercise scenario involved the simulated crash landing of a domestic 737 service at the perimeter fence following a mechanical issue on board.

The exercise tested aspects of the airport's emergency plan, including activation of the various facilities and resources available to support agencies that would be involved in managing an emergency at Sydney Airport. The Australian Federal Police, NSW Police Force, Fire and Rescue NSW, Aviation Rescue and Fire Fighting, NSW Ambulance and Virgin Australia were involved in the exercise.

sensitive information, may be collected in accordance with the Privacy Policy.

### EMERGENCY PLANNING

Sydney Airport recognises the importance of broader community confidence in the airport's plans for responding to emergencies, and in the capabilities and readiness of emergency staff, airlines and other service providers to implement these plans. Sydney Airport maintains an Airport Emergency Plan (AEP) in accordance with the International Civil Aviation Organisation and Australian Civil Aviation Safety Authority regulations and standards. The AEP is accessible to all airlines that operate at Sydney Airport as well as state and federal emergency services. It addresses events such as natural disasters and critical systems failures, as well as casualty issues.

Any disruptions or emergency events could also significantly affect service quality at the airport, and these disruptions are minimised through a policy and procedure for coordinating the response with airlines, Airservices Australia and state and federal agencies where required.

### HEALTH AND SAFETY OF AIRPORT USERS

In 2014, Sydney Airport implemented a revised Safety Management System (SMS), which sets out, in broad terms, Sydney Airport's safety risk framework. The SMS has 10 key safety elements that cover the health and safety of all passengers, visitors and airport staff:

- Commitment to safety;
- Strategic planning and continuous improvement;
- Consultation and communication;
- Risk management;



- Contractor management;
- Emergency management;
- Incidence reporting and investigation;
- Learning and development;
- Information management; and
- Performance review.

The SMS recognises the importance of having a robust and holistic safety management system which incorporates and integrates our approach to Aviation and Work Health and Safety, while being dynamic enough to cater for future changes in the operating environment. The SMS was designed to meet the requirements of the Civil Aviation Regulations 1998, Civil Aviation Safety Authority Advisory Circular 139.16 and the Work Health and Safety Act and Regulations 2011. It is reviewed and updated on a regular basis to ensure continuous improvement.

### WILDLIFE MANAGEMENT PROGRAM

Wildlife strikes can pose a significant risk to the safety of passengers and airline staff on board aircraft, and managing these risks is a key priority for Sydney Airport. The

Wildlife Management Program is developed in conjunction with a contracted ornithologist under the Wildlife Services Contract. The Airfield Operations Manager is responsible for delivering the wildlife management plan, and the ornithologist works closely with the airfield operations team, providing expert advice and undertaking active and passive wildlife management. Regular management reports which contain short or long term recommendations are provided to the Airfield Operations Manager.

In 2014, there were 58 confirmed wildlife strikes out of a total of 327,190 aircraft movements, representing a strike rate of 1.77 per 10,000 aircraft movements.

### 2015 COMMITMENTS

- Enhance emergency response procedures and capabilities, drawing on the lessons learned from training and exercise programs, and incident debriefings in 2014; and
- Continue to develop and implement accessible methods and supporting technology for collecting and monitoring near misses.



## 3.6 MANAGING NOISE IMPACTS ON NEARBY COMMUNITIES

The communities around the airport are some of Sydney Airport's most important stakeholders, and are more affected by aircraft noise than other parts of Sydney. Sydney Airport regularly holds community information sessions for all noise affected areas, with ten sessions held in 2014.

### OPERATIONAL RESTRICTIONS ON SYDNEY AIRPORT

Noise impacts on the community have been a central component of the regulation of Sydney Airport since it began operations. The airport is in a unique position in comparison to other international airports as formal noise and community-related measurements are publicly disclosed by the Australian Government through Airservices Australia.

Restrictions on noise levels at Sydney Airport are strictly regulated. A curfew at the airport operates between 11pm and 6am, though certain low-noise aircraft types are permitted to operate during these hours. Regulations also determine the type of aircraft that can land or take off between certain times and limit the number of runway movements per hour. Noise sharing and jet abatement place further restrictions on the airport and greater detail can be found in Chapter 14 of the Master Plan 2033 [here](#). Airlines face significant penalties from the Federal Government if the curfew is breached.

### RESPONSIBILITIES FOR MANAGING NOISE IMPACTS

Noise sharing is managed by Airservices Australia. Sydney Airport has a limited role in managing aircraft noise impacts in terms of investing in airport infrastructure to support new generations of quieter aircraft.

The aircraft that use the airport are some of the most modern in the world. In 2014, Sydney Airport was Australia's first port for test flights of the Airbus A350 XWB, a revolutionary aircraft which is lighter, quieter and more fuel efficient than other commercial aircraft currently in operation. Other new generation aircraft increasingly flying to Sydney, such as the A380 and B787, are not only quieter than the aircraft they replace, they are also significantly more fuel efficient. As a result, noise impacts from individual flights to and from the airport will continue to improve.



Sydney Airport was Australia's first port for test flights of the Airbus A350 XWB, a revolutionary aircraft which is lighter, quieter and more fuel efficient than other commercial aircraft currently in operation.

Other organisations with responsibilities for managing aircraft noise include:

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#### **International Civil Aviation Organisation (ICAO)**

Responsible for setting aircraft noise standards

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#### **Australian Government: Department of Infrastructure and Regional Development (DIRD)**

Responsible for enforcing aircraft movement cap and curfew

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#### **Australian Government: Airservices Australia**

Responsible for managing aircraft movements at Sydney Airport, publishing a range of aircraft movement-related information and implementing noise sharing at Sydney through the Long Term Operating Plan

Receives and manages community complaints relating to aircraft noise

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#### **Australian Government: Aircraft Noise Ombudsman**

Conducts independent administrative reviews of Airservices Australia's management of aircraft noise-related activities

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#### **Airlines and aircraft operators**

Maintain aircraft fleets and engines that meet the required ICAO and Australian Government noise-related regulations

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#### **NSW Government and local councils**

Regulate land use planning and development in the vicinity of the airport

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#### **Sydney Airport Community Forum (SACF)**

Acts as a forum for providing advice to the Minister for Infrastructure and Regional Development, Sydney Airport and aviation authorities on the abatement of aircraft noise and related environmental issues at Sydney Airport; in particular it is the main body for consultation on the Long Term Operating Plan (LTOP)

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## KEY NOISE TARGETS AND MEASUREMENTS

Noise targets that apply to Sydney Airport are captured in the LTOP, which is implemented by Airservices Australia. The Australian Government, through Airservices Australia, manages aircraft movements at the airport, determines aircraft flight paths, operates the noise monitoring equipment in Sydney Airport's surrounding suburbs, and regularly publishes information on noise impacts using a range of noise descriptors.

Airservices Australia operates the Noise and Flight Path Monitoring System (NFPMS), which collects

Sydney Airport-related noise and flight path data 24 hours a day, seven days a week. Noise is permanently monitored at 12 Noise Monitoring Terminals (NMTs) located at Sydney Airport (runway 34L threshold), Kurnell, Coogee, Eastlakes, Penshurst, Bexley, Sydenham, St Peters, Annandale, Croydon, Leichhardt and Hunters Hill. There are also portable NMTs that can be deployed.

Sydney Airport prepares an Australian Noise Exposure Forecast (ANEF) and a range of other noise descriptors and publishes them in the Master Plan. The ANEF is used primarily by local councils when making planning and development

decisions in noise affected areas around the airport. Airservices Australia also prepares quarterly Australian Noise Exposure Index (ANEI) reports which show historical aircraft noise over a given period of time. These reports are available [here](#).

## 2015 COMMITMENT

- Encourage increased use of fixed electrical ground power and pre-conditioned air units. This minimises the use of noisier on-aircraft auxiliary power units, improves air quality and reduces carbon emissions.

# 4

## SUPPORTING PASSENGER GROWTH



## 4.1 ANTICIPATED INCREASE IN PASSENGER DEMAND

Sydney Airport contributes \$27.6 billion per year in economic activity. One of the key drivers of this contribution is passenger growth. Passenger numbers and regular public transport (RPT) aircraft movements at Sydney Airport have grown steadily over the past two decades, with annual passengers increasing by 211% and annual RPT aircraft movements increasing by 79% since 1991.

While periodic disruptions from terrorism, war, natural disasters and health scares have affected passenger demand, in most cases traffic levels have returned once the circumstances causing the disruption have abated.

In 2014, international passengers grew by 2.8% while domestic passengers grew by 1.2%. This was underpinned by improvements in average load factors and a number of airlines upgauging aircraft servicing Sydney.

### /// TOTAL NUMBER OF ARRIVING AND DEPARTING PASSENGERS FOR 2014

PASSENGERS	DOMESTIC	INTERNATIONAL	TOTAL
Arriving	12,698,108	6,564,139	19,262,247
Departing	12,652,664	6,539,131	19,191,795
<b>Total</b>	<b>25,350,772</b>	<b>13,103,270</b>	<b>38,454,042</b>

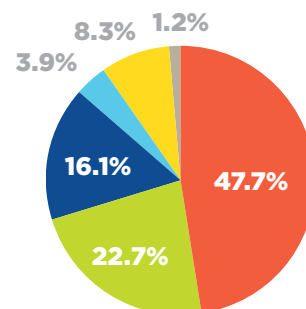
Source: Sydney Airport internal data

### /// BREAKDOWN OF INTERNATIONAL PASSENGER MOVEMENTS FOR 2014 BY REGION

REGION	ARRIVING	DEPARTING	TOTAL PAX	TOTAL %
● Asia	3,162,161	3,086,014	6,248,175	47.7%
● Asia-Pacific	1,489,640	1,485,667	2,975,307	22.7%
● Americas	1,027,514	1,088,025	2,115,539	16.1%
● Europe	251,695	259,539	511,234	3.9%
● Middle East	549,193	544,015	1,093,208	8.3%
● Africa	83,936	75,871	159,807	1.2%
<b>Total</b>	<b>6,564,139</b>	<b>6,539,131</b>	<b>13,103,270</b>	<b>100.0%</b>

Source: Sydney Airport internal data.

Breakdown by region is estimated based on multiple data sources.

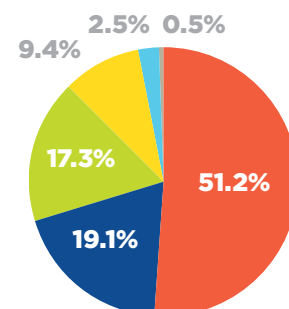


### /// TOTAL TONNES (t) OF INTERNATIONAL CARGO MOVEMENTS FOR 2014 BY REGION

REGION	ARRIVING (t)	DEPARTING (t)	TOTAL (t)	TOTAL %
● Asia	154,942	67,269	222,211	51.2%
● Americas	64,285	18,738	83,023	19.1%
● Asia-Pacific	35,918	39,019	74,937	17.3%
● Middle East	25,085	15,690	40,775	9.4%
● Europe	7,775	2,909	10,684	2.5%
● Africa	1,446	762	2,208	0.5%
<b>Total</b>	<b>289,451</b>	<b>144,387</b>	<b>433,838</b>	<b>100.0%</b>

Source: Bureau of Infrastructure, Transport and Regional Economics (BITRE) data; international cargo data for the 12 months to 31 December 2014 includes freight and mail categories.

Region represents the destination of the flight number that cargo is carried on. It does not necessarily represent the final destination of the cargo.



## SUPPORTING PASSENGER GROWTH

### /// NUMBER OF ARRIVING AIRCRAFT MOVEMENTS FOR 2014

CATEGORY	DOMESTIC		INTERNATIONAL	
	DAY	NIGHT	DAY	NIGHT
Commercial passenger	115,692	8	32,185	473
Commercial cargo	795	501	1,389	964
General aviation	9,966	0	517	6
State aviation	632	0	465	0
<b>Total</b>	<b>127,085</b>	<b>509</b>	<b>34,556</b>	<b>1,443</b>

Source: Sydney Airport internal data.

All figures are estimates based on multiple data sources.

Day refers to 06:00 to 23:00 and night refers to 23:01 to 5:59 (Sydney time)

### /// NUMBER OF DEPARTING AIRCRAFT MOVEMENTS FOR 2014

CATEGORY	DOMESTIC		INTERNATIONAL	
	DAY	NIGHT	DAY	NIGHT
Commercial passenger	115,700	0	32,658	0
Commercial cargo	726	570	1,478	875
General aviation	9,970	0	518	5
State aviation	695	0	402	0
<b>Total</b>	<b>127,091</b>	<b>570</b>	<b>35,056</b>	<b>880</b>

Source: Sydney Airport internal data.

All figures are estimates based on multiple data sources.

Day refers to 06:00 to 23:00 and night refers to 23:01 to 5:59 (Sydney time)

### ACCOMMODATING CONTINUING PASSENGER GROWTH INTO THE FUTURE

The anticipated growth in future traffic has the potential to amplify economic, environmental and social impacts from the airport, both positive and negative.

In collaboration with our airline and other airport partners, Sydney Airport is responding to increasing passenger demand through significant investment in infrastructure to increase the capacity and operational efficiency of the airport. The Master Plan 2033 details Sydney Airport's long term vision and plans for responding to this growing passenger demand over the period to 2033.

These include:

- Significantly improved road and intersection performance in and around the airport for each of 2018 and 2033. This investment for the 2018 improvements has been prioritised and is well progressed (see section 4.2 for further details);
- New terminal infrastructure in the north east sector significantly increasing the airport's capacity to serve new generation wide-body aircraft;
- Delivery of up to 30 swing gates across the terminals that can be used for international and domestic/regional aircraft;
- Maintaining the Terminal 1 international freight and aviation fuel facilities on-airport, providing increased long term certainty, which will support investment in productivity and capacity;
- Enhancements to airfield safety and efficiency to improve on-time performance; and
- Substantial reductions in the number of inter-precinct transfers and an improved transfer passenger experience for the remaining passengers who transfer inter-precinct.

# 3.4%


Forecast average annual passenger growth rate 2012-2033

# 1.4%

Forecast average annual aircraft movement growth rate 2012-2033

# 2.4%

Forecast average annual freight growth rate 2012-2033



## A MAJOR SHIFT IN THE AVIATION INDUSTRY TOWARDS QUIETER, GREENER AIRCRAFT

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Sydney Airport is one of the world's largest A380 airports; the A380 being 50 per cent quieter than previous aircraft and significantly larger means that more passengers can travel through Sydney Airport on fewer aircraft, thereby minimising noise for surrounding residents. Sydney Airport has invested heavily to accommodate these new generation aircraft, including airfield infrastructure upgrades to cope with their larger size, new navigational systems and the upgrade of Terminal 1.

On 30 August 2013, Australia's first ever Boeing 787 Dreamliner passenger flight touched down at Sydney Airport, as we welcomed direct services from Delhi to Sydney with Air India, and in August 2014, Sydney Airport also welcomed the first Australian landing of the new Airbus A350.

The Boeing 787 and Airbus A350, together with the existing Airbus A380, herald a major shift in the aviation industry towards quieter, greener, more fuel efficient aircraft. The Boeing 787 Dreamliner is 60 per cent quieter than the B767 it is replacing, and uses 20 per cent less fuel per passenger. The A350 XWB features a fuselage comprising more than 50 per cent composite materials which means it is lighter, requires less fuel to operate and is more efficient to maintain.



### 2015 COMMITMENTS

- Together with industry groups and tourism bodies, increase the profile of Sydney as one of the world's most attractive destinations;
- Actively work to attract airlines from the Asia region, in particular the growth markets of China and India;
- Establish method, baseline and targets for year on year reporting of improvements in the proportion of next generation aircraft; and
- Verify estimation methods for breakdowns of passenger and aircraft movement data.



# 4.2 GETTING TO AND FROM SYDNEY AIRPORT

Providing customers and other airport users with a range of choices for accessing the airport and improving their experience travelling to and from the airport is of high importance to Sydney Airport. In the context of increasing passenger demand, transport infrastructure is a major focus of the Master Plan 2033 and the associated five-year Ground Transport Plan. These plans provide the blueprint for managing transport to, from, and within the airport precinct over the next 20 years and include:

- Collaborating with government agencies to deliver significant improvements to road traffic flow and public transport access within and around the airport including building a new ground transport interchange;
- Continuing advocacy for improved public transport options and pricing; and
- Promoting and enabling active travel and efficient use of private transportation.

Sydney Airport’s passengers use a broad range of modes to travel to from, and within the airport, as shown in the figure below.

## COLLABORATING TO IMPROVE ROAD TRAFFIC FLOW WITHIN AND AROUND THE AIRPORT

A significant challenge for Sydney Airport is managing the traffic congestion on roads and intersections surrounding and serving the airport. Many of the factors contributing to this are outside the direct control of Sydney Airport and require close collaboration with government agencies to manage. A key factor is the high volume of non-airport traffic using the roads within and around the airport, particularly during morning and afternoon peaks.

In June 2014, the NSW Government and Sydney Airport announced plans to coordinate and deliver a range of capital works that will provide short-term improvements to reduce congestion in and around the airport. Government projects will focus on road improvements surrounding and providing access to the airport precinct, while Sydney Airport will deliver on-site works that will include a new one-way road system linking T2/T3 (Domestic) terminals with access roads, a new road and city exit to improve traffic flow at T1 (International) and a new hotel responding to passenger demand for accommodation near the airport.

## REDUCING THE ENVIRONMENTAL IMPACTS OF TRAVEL TO AND FROM THE AIRPORT

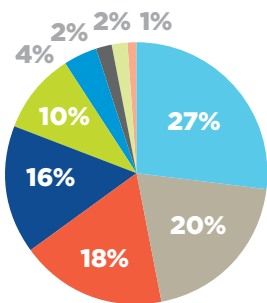
Sydney Airport has been developing new car parking facilities and products that offer more affordable and attractive options for use of long stay parking at the airport. These solutions support efficient and sustainable use of private vehicles for traveling to and from the airport by reducing the number of pick up and drop off journeys, effectively halving the number of trips required per passenger. Recent car park upgrades have included sustainability measures such as energy-efficient LED lighting and a parking guidance system to maximise the efficiency of internal traffic circulation. In 2015, Sydney Airport is intending to investigate replacing the diesel shuttle buses servicing the T2/T3 (Domestic) Blu Emu car park with electric buses.

## PROMOTING AND ENCOURAGING ACTIVE TRAVEL

In the consultation process supporting the T2/T3 road upgrades, Sydney Airport received strong support for the proposed changes to the road network generally. Significant feedback that related to making it safer and easier for cyclists and pedestrians to travel to the airport, and within the T2/T3 domestic precinct, was also received.

In response to this, Sydney Airport made a number of changes to the exposure draft Major Development Plan, including provision of end-of-trip facilities and amenities including undercover and secure bicycle storage racks, bathrooms and lockers, and elevated pedestrian access in order to separate people from ground-level traffic.

/// BREAKDOWN OF MODE OF TRAVEL BY PASSENGERS



MODE OF TRAVEL	
Taxi	27%
Drop-off/Pick-up	20%
Coach/Bus	18%
Train	16%
Car (parked)	10%
Rental car	4%
Public bus	2%
Motorcycle/walking	2%
Limousine	1%



## ENABLING AND ADVOCATING FOR IMPROVED PUBLIC TRANSPORT OPTIONS

.....

In 2012, Sydney Airport in conjunction with Transport for NSW, commissioned a comprehensive survey of over 14,000 passengers on the journeys they took to and from the airport. The survey results showed a 2% decline in use of public buses and an increase in use of trains by 5% between 2006 and 2012.

Sydney Airport's Major Development Plan includes provision for a new ground transport interchange at the airport including a bus/coach station with capacity for around 4,000 vehicles to encourage greater use of public transport. While the NSW Government is responsible for the train and bus routes servicing the airport, Sydney Airport believes that there is an opportunity for increased use of public transport, and has advocated for a reduction of the station access fee on rail and the provision of additional public bus services to the airport. Improved public transport will not only support the airport's increased passenger flow, but will help to minimise environmental impacts associated with travel to and from the airport. In 2014, Sydney Airport welcomed the NSW Government's commitment to provide additional public buses to the airport and the incorporation of a weekly cap on the station access fee for train travel using the Opal ticketing system.

Beyond infrastructure and facilities, Sydney Airport is exploring a range of other ways to promote and support active travel. In 2014, Sydney Airport started an active travel forum with three local councils surrounding the airport, the City of Sydney, NSW Government agencies including NSW Health, and four cyclist organisations, to share plans and challenges for enabling active transport in the local area and identify opportunities for collaboration. Following positive feedback from participants, Sydney Airport plans to coordinate further forums in 2015.

### 2015 COMMITMENTS

- Continue redevelopment works for improving traffic flow in and around the precinct in line with the five-year Ground Transport Plan;
- Investigate options to transition from diesel to lower emission electric buses servicing the Blu Emu car park;
- Continue to advocate that the NSW Government increases the number of public bus services to the airport; and
- Continue to facilitate an Active Transport forum and identify opportunities to encourage staff and contractors to adopt more active forms of travel.

A photograph of four Sydney Airport staff members standing in front of an airport terminal. The image is overlaid with a semi-transparent green filter. From left to right: a woman in a blue blazer, a woman in an orange blazer, a man in a blue blazer, and a woman in a blue blazer. They are all smiling. In the background, airport signage for 'Gates 50-67' and 'Sydney Airport' is visible.

# 5

## DEVELOPING OUR PEOPLE

## 5. DEVELOPING OUR PEOPLE

# 5.1 EMPLOYEE ENGAGEMENT, DEVELOPMENT AND WELLBEING

The airport provides employment for over 28,000 people across 800 businesses, of which Sydney Airport employs 348 direct staff and a further 83 staff through contracts and outsourced agreements.

We value our people. Sydney Airport's employees are responsible for the management and operation of the airport, and are crucial to our ongoing success.

Sydney Airport is committed to building and sustaining a high performance culture that supports employees in reaching their potential, resulting in an increase of overall organisation capability.

Sydney Airport operates in an extremely dynamic environment. The business continually reviews our organisational structures and staffing to ensure we are equipped to meet the changing needs of our customers and stakeholders. Changes were made throughout 2014 to increase the number of customer facing roles in response to increasing peak demand.

In 2014, the total rate of new employee hires was 15.7% and the total rate of employee departures was 12.2%. The hiring rate includes four women and six men under the age of 30, 11 women and 28 men between ages 30 and 50, and two women and three men over the age of 50. The departure rate includes two women and four men under the age of 30, 11 women and 15 men between ages 30 and 50, and two women and nine men over the age of 50.

The total worker absenteeism rate for 2014 was 2.37%. Worker absenteeism is measured by actual absentee days lost expressed as a percentage of total days scheduled to be worked by the workforce for the same period.

## 28,000+

Employment at Sydney Airport

## 348

Staff directly employed by Sydney Airport

## 83

Staff employed by Sydney Airport through contracts and outsourcing

### /// TOTAL NUMBER OF SYDNEY AIRPORT EMPLOYEES

	WOMEN	MEN	TOTAL
Full time	121	293	414
Part time	11	6	17
<b>Total</b>	<b>132</b>	<b>299</b>	<b>431</b>



### VALUES

Sydney Airport's employees are made aware of the following company values, which underpin their daily work at the airport:

- Acting honestly and openly to achieve corporate and social objectives;
- Delivering the highest levels of safety and security;
- Striving to deliver an outstanding airport experience through operational efficiency, superior customer service and innovation;
- Fostering a collaborative and supportive work environment that values diversity;
- Working with our partners to achieve superior business outcomes; and
- Responsible growth through balancing community and environmental needs with corporate objectives.

### STAFF ENGAGEMENT

Sydney Airport aims to continuously improve staff engagement, develop our employees and support employee performance through a range of mechanisms, including:

- Performance and Development Planning (PDP) processes;
- Learning and Development opportunities; and
- Employee Health and Safety.

In late 2012, Sydney Airport undertook a staff engagement survey to better understand employee views and engagement levels.

As a direct result of this survey, three strategic focus areas were identified:

- Communication;
- Improving management capabilities; and
- Learning and Development opportunities.

Eight employee volunteer working groups comprising more than 40 staff were established to share and develop ideas to respond to these focus areas.

The groups identified improvement opportunities and developed initiatives, which were reported to Sydney Airport's Leadership Team and progressively implemented throughout 2014.

To date, the following initiatives have been rolled out across the organisation.

#### COMMUNICATION

- Implementation of quarterly all-staff briefings;
- Implementation of regular team meetings and 'tool box talks'; and
- Refresh of and continuous improvement to the monthly all staff newsletter.



Sydney Airport aims to continuously improve staff engagement, develop our employees and support employee performance through a range of mechanisms.

#### IMPROVING MANAGEMENT CAPABILITIES

- Development and implementation of a management training program for all employees with people management responsibilities;
- Implementation of a program aimed to develop management capabilities for employees aspiring to move in to people management roles; and
- Implementation of a PDP tool.

#### LEARNING AND DEVELOPMENT OPPORTUNITIES

In 2014, Sydney Airport delivered a new Learning and Development program to foster staff engagement and development. A suite of learning and development opportunities were available for staff, from the leadership team and managers, to operational staff.

Wide consultation was undertaken to understand the training, learning and development needs of the organisation before developing the training program to further develop the collective skillset of Sydney Airport staff.

## LEARNING AND DEVELOPMENT

Our Learning and Development program aims to develop organisational capability, as well as provide all staff with further professional development opportunities.

2014 marked the first year of end-to-end training for employees, with a focus on management capabilities.

Sydney Airport offered employees a range of learning and development opportunities throughout 2014, including:

- Management Bites;
- People Bites;
- Presenting with confidence;
- Develop your capabilities;
- Influencing and persuading;
- Managing upwards;
- Motivating others; and
- Clear communication.

Sydney Airport continued to provide management training to 15 managers across the business in 2014, after commencing the program in 2012, during which 85 people managers completed the program. The training covered areas including management style and preferences; communication essentials; team development; coaching; delegation; and feedback. This training has strengthened leadership across the organisation and resulted in improved working relationships between managers and their direct reports.

All staff were eligible to participate in People Bites, an opt-in training program for staff to work on self-identified areas for improvement, such as communicating effectively; handling conflict; writing presentations; managing projects; and developing personal confidence.



“

All staff were eligible to participate in People Bites, an opt-in training program for staff to work on self-identified areas for improvement, such as communicating effectively; handling conflict; writing presentations; managing projects; and developing personal confidence.



Sydney Airport continues to develop training programs for staff and respond to staff feedback on current training programs.

In a separate initiative, the National Institute of Dramatic Art (NIDA) conducted on-site Presenting with Confidence training, targeted at staff members who deliver regular presentations within and outside the business. The training covered vocal and physical techniques; planning; and receiving feedback and direction.

These Learning and Development opportunities were offered in addition to ongoing compliance and safety training.

Sydney Airport continues to develop training programs for staff and respond to staff feedback on current training programs. Training programs currently in development include programs specifically for customer-facing employees, non-managerial employees and shift workers, particularly in the areas of fatigue, time and stress management. To improve technical competency, a range of programs will be available in 2015, such as a Microsoft Office refresher program.

### /// AVERAGE HOURS OF TRAINING UNDERTAKEN BY EMPLOYEES, PER EMPLOYEE

EMPLOYEE CATEGORY	WOMEN	MEN
Senior Executive	4.6	7.3
Senior Manager	34.2	32.7
Middle Manager	32.2	35.3
Manager	15.0	19.2
Professional	19.0	18.6
Technical	2.1	9.6
Administration	13.1	8.8
Specialist	29.6	25.0

### /// TOTAL HOURS OF TRAINING UNDERTAKEN BY EMPLOYEES

EMPLOYEE CATEGORY	WOMEN	MEN
Senior Executive	15.0	37.0
Senior Manager	185.5	626.5
Middle Manager	418.0	586.0
Manager	95.0	663.0
Professional	800.5	1,090.0
Technical	10.5	901.0
Administration	402.0	27.0
Specialist	39.5	116.5

The figures correlate with the overall composition of women and men employed at Sydney Airport, which was 30.6% and 69.4% in 2014 respectively. The below-average training hours per Technical Employee is a result of roles being predominantly operational shift work, which makes attendance at training difficult due to ongoing operational requirements. The variance between the total hours of training between women and men is predominantly a result of the number of women and men in this category (five and 93 respectively). Increasing the amount of training undertaken by Technical Employees will be an area of focus in 2015. The averages have been calculated using actual employee numbers throughout 2014, and therefore will not correspond with employee numbers as at December 2014 as shown in the table on page 53.

## PERFORMANCE AND DEVELOPMENT PLANNING

The new Performance and Development Planning (PDP) tool and process was implemented in 2014 and is designed to:

- Create a shared vision of Sydney Airport's corporate objectives;
- Ensure employees' efforts are aligned with business priorities;
- Ensure employees are clear on their roles and responsibilities;
- Provide managers with a clearly articulated, objective process to manage performance and development;
- Identify development areas for employees so they can be more successful in their roles; and
- Provide a platform for ongoing, formal and informal communication between managers and employees.

As part of the annual PDP process, all employees, in consultation with their manager, agree performance objectives and complete a mid-year and annual performance review, as well as a development plan. The outcomes of the development plan assist to form the annual Learning and Development strategy, support employees to reach their potential and build overall organisational capability.

## EMPLOYEE HEALTH AND SAFETY

Safety and security are key priorities for Sydney Airport, and our staff play an essential role in ensuring the safe operation of the airport.

Sydney Airport employees are covered under the Work Health and Safety (WHS) Act and Regulations (NSW) 2011, managed by the Organisational Safety team. Safety practices for Sydney Airport's employees and contractors are embedded into the day-to-day operations of the airport, and the WHS policy is implemented at all levels from Executive down.

The CEO chairs a WHS Steering Committee, which is comprised of the Sydney Airport Executive Leadership Team, and provides direction for the WHS policy and representation across the organisation. It meets on a bi-monthly basis to review the overall safety strategy and reports from the WHS Staff Committee, as well as to review the Emergency Management System.

The WHS Staff Committee, which reports to the WHS Steering Committee, has representatives from each department. All of Sydney Airport's employees are represented on the WHS Staff Committee, which meets on a regular basis to discuss safety issues, lost time injury rates and any incidents that have occurred.

Weekly safety and security meetings are conducted with representatives from each department to discuss any relevant events that occurred in the week prior. An Aviation Safety Management group also meets on a regular basis. In addition, the Safety, Security, Environment and Health Committee (a sub-committee of the Sydney Airport Corporation Limited board) receives reports from, and provides guidance to, management in respect of health and safety matters.

## /// NUMBER OF WORKPLACE INJURIES IN 2014 BY GENDER AND CAUSE

TYPE OF INJURY	WOMEN	MEN	TOTAL
Manual handling	0	6	6
Slip/trip/fall	5	5	10
Hit by object	2	3	5
Other	4	6	10

All employees are employed in Sydney.

Manual handling refers to any activity that requires a person to lift, carry, push, pull move or hold any item.

Slip/trip/fall refers to a slip/trip/fall on the same level.

Hit by object refers to being hit by a moving object.

Other refers to incidents including ergonomic, fall from height, electrical and vehicle incident.

	WOMEN	MEN	TOTAL
Injury rate	11	20	31
Occupational disease rate	0	0	0
Lost time injury frequency rate	2	5.3	5.1
Work related fatalities	0	0	0

All employees are employed in Sydney.

Injury rate is measure by the number of injuries reported.

Occupational disease rate is measured by the number of occupational diseases reported.

Lost time injury frequency rate is measured by number of occurrences in the period/number of hours worked in the period x 1,000,000.

There were four lost time injuries in 2014, a reduction from five in 2013.

The lost time injury frequency rate also decreased from 6.5 in 2013 to 5.1 in 2014. Sydney Airport has introduced other indicators such as levels of near miss reporting to address hazards and to prevent injuries from occurring.

In 2014, Sydney Airport implemented the Corporate Safety Improvement Plan as a proactive health and safety initiative focused on continuous improvement of safety across the airport's operations.

Sydney Airport continues to work closely with the contractors it engages with the common objective of driving safe outcomes. Regular interactions include routine reporting, formal audits, management forums and sharing lessons learned.



### SAFETY MANAGEMENT SYSTEM

After launching Sydney Airport's integrated Safety Management System (SMS) in 2013, the business continued to embed safety values through learning and development, training and awareness in 2014.

Our SMS is a comprehensive, robust, contemporary and dynamic system which underpins our overarching safety framework. It integrates our approach to both aviation and Employee Health and Safety.

The SMS has ten key safety elements that cover the health and safety of staff, as well as passengers and visitors:

- Commitment to safety;
- Strategic planning and continuous improvement;
- Consultation and communication;
- Risk management;
- Contractor management;
- Emergency management;
- Incidence reporting and investigation;
- Learning and development;
- Information management; and
- Performance review.

The SMS was designed to meet the requirements of the Civil Aviation Regulations 1998, Civil Aviation Safety Authority Advisory Circular 139.16 and the Work Health and Safety Act and Regulations 2011. It is reviewed and updated on a regular basis to ensure continuous improvement.



Our Safety Management System is a comprehensive, robust, contemporary and dynamic system which underpins our overarching safety framework.

As part of the continuous improvement of the SMS, a number of initiatives have been implemented, including a revised permit to work process; introduction of an industry recognised pre-qualification process for contractors and the implementation of project supervisors on all Sydney Airport contractor engaged projects to minimise risk; and risk management workshops for all construction projects.

Airport wide initiatives have also been implemented to drive safety outcomes, such as an initiative in conjunction with our security partner SNP to engage stakeholders in the re-invigoration of personal protective equipment (PPE) requirements on entry to the aerodrome. This initiative won the inaugural Australian Airports Association (AAA) Major Airport NSW Safety Award.

### SAFETY ESSENTIALS PROGRAM

The Safety Essentials training program was developed in 2013 and is set for completion in 2015. It supplements our SMS and ensures that all staff are aware of their obligations with respect to safety.

Safety Essentials is an interactive training program with the aim of sharing and discussing incidents, stories and the factors that contribute to real life incidents at the airport. It is designed to provide an example of safety leadership and equip attendees with the skills and tools to carry out their roles with respect to WHS. The entire Safety Essentials program is underpinned by legal obligations and embedding safety into employees' day-to-day work.

Four modules of Safety Essentials were rolled out to all Heads of Department and People Managers in 2014, including Internal Safety Incident Reporting, Foundational Risk Management, the Mock Court training program with an external facilitator, and Incident Causation Analysis Model (ICAM) lead investigators course. By the end of 2014, 85% of People Managers had completed the first four modules.

The Safety Essentials program has brought the reality of a true workplace incident to life and has provided employees with the opportunity to identify various areas of improvement.

In particular, the Mock Court session run by Deloitte provided an opportunity for Sydney Airport's executive team and managers to see a real case play out in a simulated court setting, with a number of staff participating in the key roles of witnesses and defendants. This program was a great success and will be rolled out more broadly in 2015.

Following the rollout of the 'Blue Bus' safety training for all staff, which aims to develop a just culture relating to safety, new starters received the 'Blue Bus' training throughout 2014.

Sydney Airport's safety training program will continue to evolve in line with changing business needs to ensure it continues to meet the highest safety standards.

In addition to the above safety training, routine compliance training is regularly planned and completed by frontline staff, ensuring they have the essential skills required to deliver continuing safe and efficient airport operations. These training programs are continually refreshed in line with current regulations and industry best practice, and are subject to regular auditing by the Civil Aviation Safety Authority (CASA) and the Office of Transport Security (OTS).



### MONITORING EMPLOYEE HEALTH AND SAFETY

Targeted programs are in place to monitor employee health and safety under the WHS Policy. Sydney Airport conducts audiometric testing for all relevant employees every two years, as required by legislation, and noise monitoring for employees' work areas every five years.

Sydney Airport's Infrastructure and Services group monitors the indoor air quality inside the terminal facilities on a six monthly basis or as required.

Sydney Airport staff and contractors who work in airside areas are required to comply with the Civil Aviation Safety Authority's (CASA) Drug and Alcohol Management (DAMP) regulations. These regulations apply to people working in high risk areas including the ramp and airfield. DAMP provides dual benefits as it ensures people working in high risk areas are fit for duty, minimising the risk of safety incidents, in addition to ensuring consistent aviation safety outcomes. Staff who regularly work in airside areas are required to complete training and a drug and alcohol test prior to accessing the precinct and are subject to random drug and alcohol testing conducted by CASA. Organisations which have staff operating in airside areas are required to provide regular reports confirming continuing compliance with the program.

### DIVERSITY AND EQUAL OPPORTUNITY

Sydney Airport aims to be an employer of choice that attracts the best employee talent available. The airport is committed to a diverse workforce with people of different backgrounds and experience that bring the best talent to our business.

To do this, Sydney Airport provides a safe and supportive environment to encourage employees, develop their capabilities and contribute to their success.

Sydney Airport's People & Performance team proactively ensures a merit based recruitment process that provides opportunity for all applicants, regardless of factors such as race, gender, sexual preference, marital status, cultural heritage and religious beliefs.

Gender diversity is one of Sydney Airport's key commitments. In 2014, Ann Sherry joined the Sydney Airport board, thus doubling the female representation on the Board to 29%. In 2014, Sydney Airport's Governance Bodies (Board, CEO and Senior Executives) comprised 60% women and 40% men aged between 30 and 50 years, and 23% women and 77% men over 50.

As part of the diversity commitment, the Board annually reviews and reports on:

- Workforce gender diversity at all levels;
- Diversity aspects of Sydney Airport's Executive Leadership Team;
- Measurable objectives for achieving gender diversity; and
- Progress towards achieving those objectives.

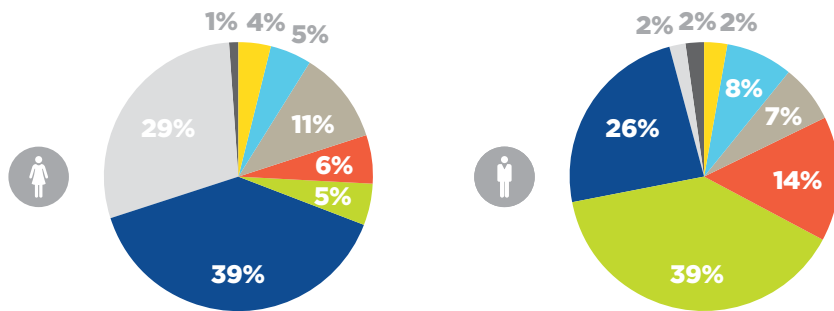
Our commitment and approach to diversity also resulted in an overall increase in the number of women employed in 2014: 107, up from 104 in 2013.

As at December 2014, our Leadership Team had 44.4% female representation and females comprised 30.8% of all staff at Sydney Airport.

Sydney Airport was also pleased to receive the Workplace Gender Equality Agency notification of compliance with the new reporting framework, which was launched for the 2013-2014 reporting year.

Employees leaving the organisation are given the opportunity to complete a survey, and to request a face to face interview with People & Performance. Exit interviews undertaken in 2014 suggested that no gender or diversity issues resulted in individual employees' decision to leave the company.

### /// WOMEN AND MEN BY EMPLOYEE CATEGORY – DIRECT EMPLOYEES



	WOMEN			MEN		
	UNDER 30	30-50	OVER 50	UNDER 30	30-50	OVER 50
CEO	0	0	1	0	0	0
Senior executive	0	3	0	0	2	4
Senior manager	0	4	1	0	17	3
Middle manager	0	10	2	0	12	5
Manager	0	7	0	2	23	10
Technical	0	3	2	3	58	32
Professional	4	35	3	5	37	20
Administration	3	21	7	1	1	2
Specialist	0	1	0	0	1	3
<b>Totals</b>	<b>7</b>	<b>84</b>	<b>16</b>	<b>11</b>	<b>151</b>	<b>79</b>

#### DEFINITIONS OF EMPLOYEE CATEGORIES

**Senior executive:** Primary responsibility for a department or a business unit.

**Senior manager:** Reports directly to a Senior Executive.

**Middle manager:** Plans, organises, directs, controls and/or coordinates an operational function.

**Manager:** Accountable for a defined business outcome which usually involves the management of resources or a function.

**Technical:** Performs a variety of skilled tasks, applying technical, trade or industry-specific knowledge.

**Professional:** Performs analytical, conceptual and/or creative tasks through the application of theoretical knowledge and experience.

**Administration:** Provides administrative support to a department or business unit.

**Specialist:** Specialises in a particular area of activity/work in a field of expertise.



Sydney Airport's People & Performance team proactively ensures a merit based recruitment process that provides opportunity for all applicants.

#### 2015 COMMITMENTS

- Develop time management, health and well-being training programs for non-managerial employees and shift staff;
- Complete roll-out of the next phase of the Safety Essentials training program; and
- Establish method, baseline and targets for collecting and monitoring workforce diversity beyond gender.



## 6. FEEDBACK

To provide feedback on this report please contact:

**Sally Fielke**

General Manager Corporate Affairs

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# 7. GLOBAL REPORTING INITIATIVE

## G4 CONTENT INDEX

### GENERAL STANDARD DISCLOSURES

REFERENCE	STANDARD DISCLOSURE TITLE	PAGE NUMBER (OR LINK)
<b>Strategy and analysis</b>		
G4-1	Statement from the most senior decision-maker of the organisation	(a) CEO Statement (p.2)
<b>Organisational profile</b>		
G4-3	Name of the organisation	(a) Governance and ethics (p.8)
G4-4	Primary brands, products and services	(a) + (AO) About Sydney Airport (pp.6-7)
G4-5	Location of the organisation's headquarters	(a) Corporate Directory (p.71)
G4-6	Number of countries where the organisation operates, and names of countries with either significant operations or that are specifically relevant to the sustainability topics covered in the report	(a) About Sydney Airport (p.5)
G4-7	Nature of ownership and legal form	(a) + (AO) About Sydney Airport (p.5); Governance and ethics (p.8)
G4-8	Markets served	(a) + (AO) About Sydney Airport (pp.5-7)
G4-9	Scale of the organisation	(a) + (AO) About Sydney Airport (pp.5-7); Employee engagement, development and wellbeing (p.45)
G4-10	Total number of employees by employment type, employment contract and region, broken down by gender	(a), (c) and (d) Employee engagement development and wellbeing (p.45); All employees are based in Sydney. (b) Employee engagement development and wellbeing - Diversity and equal opportunity (p. 53) (e) No.
G4-11	Percentage of total employees covered by collective bargaining agreements	50%
G4-12	Description of the organisation's supply chain	Sydney Airport's main suppliers include those that support the airport's developments, or deliver services to and maintenance of airport facilities. In 2014, Sydney Airport's top supplier categories by spend were:  1. Construction services 2. Security services and equipment 3. Planning and design 4. Utilities – electricity/water/gas 5. Facilities and equipment maintenance including cleaning contractors 6. Information Technology 7. Contract staff services 8. Grounds and airfield maintenance
G4-13	Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	None
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	The precautionary principle is reflected in Sydney Airport's approach to safety and environmental management.
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	(a) Inter Airport Environment Forum, Airports Carbon Accreditation Program and the London Benchmarking Group.
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organisations	(a) Airports Council International, Tourism and Transport Forum, Sydney Airport Planning Coordination Forum, Sydney Business Chamber, Australian Airports Association, Sydney Airport Community Forum.

## GENERAL STANDARD DISCLOSURES

REFERENCE	STANDARD DISCLOSURE TITLE	PAGE NUMBER (OR LINK)
<b>Identified material aspects and boundaries</b>		
G4-17	All entities included in the organization's consolidated financial statements or equivalent documents including indication which of these are not covered by the report	(a)-(b) Governance and ethics (p.8)
G4-18	Process for defining the report content and the Aspect Boundaries	(a)-(b) About this report (pp.9-13)
G4-19	Material Aspects identified in the process for defining report content	(a) About this report (pp.10-12)
G4-20	Aspect Boundary within the organisation for each material Aspect	(a) About this report (p.13)
G4-21	Aspect Boundary outside the organisation for each material Aspect	(a) About this report (p.13)
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	(a) NA - This is Sydney Airport's first sustainability report.
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	(a) NA - This is Sydney Airport's first sustainability report.
<b>Stakeholder engagement</b>		
G4-24	List of stakeholder groups engaged by the organisation	(a) Embracing stakeholder relationships (p.15)
G4-25	Basis for identification and selection of stakeholders with whom to engage	(a) Embracing stakeholder relationships (p.15) and Appendix (pp.68-69)
G4-26	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	(a) Embracing stakeholder relationships (p.15) and Appendix (pp.68-69) and About this report (p.9). Representatives of the following stakeholder groups were engaged as part of the materiality process informing this report: Australian, NSW and local governments and agencies, Suppliers, Airlines, Customers, Investors, local communities.
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	(a) About this report (pp.10-12)
<b>Report profile</b>		
G4-28	Reporting period (such as fiscal or calendar year) for information provided	(a) About this report (p.9)
G4-29	Date of most recent previous report (if any)	(a) NA - This is Sydney Airport's first sustainability report.
G4-30	Reporting cycle (such as annual, biennial)	(a) Annual
G4-31	Contact point for questions regarding the report or its contents	(a) Feedback (p.54)
G4-32	'In accordance' option chosen for the report	(a) About this report (p.9) (b) GRI G4 Content Index (pp.55-67) (c) NA as this Report has not been assured
G4-33	Policy and current practice with regard to seeking external assurance for the report	(a)-(d) About this report (p.9)

## GENERAL STANDARD DISCLOSURES

REFERENCE	STANDARD DISCLOSURE TITLE	PAGE NUMBER (OR LINK)
<b>Governance</b>		
G4-34	Governance structure of the organisation, including committees of the highest governance body and any committees responsible for decision-making on economic, environmental and social impacts	(a) Governance and ethics (p.8)
<b>Ethics and integrity</b>		
G4-56	Values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	(a) Governance and ethics (p.8)



## SPECIFIC STANDARD DISCLOSURES

DMA AND INDICATORS	STANDARD DISCLOSURE TITLE	PAGE NUMBER (OR LINK)	IDENTIFIED OMISSION(S)	REASON(S) FOR OMISSION(S)	EXPLANATION FOR OMISSION(S)																				
Category: Economic																									
Material aspect: Economic performance																									
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport’s Material Issues (p.10) (b)-(c) Sustainable and efficient use of the asset (pp.28-29); Annual Report																							
G4-EC1	Direct economic value generated and distributed	(a) Sustained positive contribution to society and the economy (p.29); Master Plan 2033 (pp.32-40)																							
		<table><tr><th>ITEM</th><th>A\$M</th></tr><tr><td>Revenue</td><td>1,163.6</td></tr><tr><td>Economic value generated</td><td>1,163.6</td></tr><tr><td>Operating expenditure</td><td>(164.3)</td></tr><tr><td>Employee benefits expenses</td><td>(46.9)</td></tr><tr><td>Payments to providers of capital</td><td>(985.0)</td></tr><tr><td>Payments to governments</td><td>(7.9)</td></tr><tr><td>Community investments</td><td>(1.5)</td></tr><tr><td>Economic value distributed</td><td>(1,205.6)</td></tr><tr><td>Economic value retained</td><td>(42.0)</td></tr></table>				ITEM	A\$M	Revenue	1,163.6	Economic value generated	1,163.6	Operating expenditure	(164.3)	Employee benefits expenses	(46.9)	Payments to providers of capital	(985.0)	Payments to governments	(7.9)	Community investments	(1.5)	Economic value distributed	(1,205.6)	Economic value retained	(42.0)
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Economic value retained	(42.0)																								
		(b) Sydney Airport operates a single airport.																							
Material aspect: market presence																									
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport’s Material Issues (p.10) (b)-(c) Anticipated increase in passenger demand (p.39-41) Master Plan 2033 (pp. 44-59)																							
AO1	Total number of passengers annually, broken down by passengers on international and domestic flights, and broken down by origin-and-destination and transfer passengers, including transit passengers	(a) Anticipated increase in passenger demand (p.39). Note that the breakdowns included in this dataset are based on estimations derived from combining two data sources - one with the most accurate total figures and a second which provides a reliable indication of the split between the different categories.	Total annual number of ‘origin and destination’ and transfer (including transit) passengers.	The information is currently unavailable.	There are no systems in place that would enable collection of this data as it is not required for management purposes.																				

## SPECIFIC STANDARD DISCLOSURES

DMA AND INDICATORS	STANDARD DISCLOSURE TITLE	PAGE NUMBER (OR LINK)	IDENTIFIED OMISSION(S)	REASON(S) FOR OMISSION(S)	EXPLANATION FOR OMISSION(S)
AO2	Total annual number of aircraft movements by day and by night, broken down by commercial passenger, commercial cargo, general aviation, and state aviation flights	(a) Anticipated increase in passenger demand (p.40). Note that the breakdowns included in this dataset are based on estimations derived from combining two data sources - one with the most accurate total figures and a second which provides a reliable indication of the split between the different categories.			
AO3	Total amount of cargo tonnage	(a) Anticipated increase in passenger demand (p.39). Note that the breakdowns included in this dataset are based on estimations derived from combining two data sources - one with the most accurate total figures and a second which provides a reliable indication of the split between the different categories.	Breakdowns of total cargo tonnage by cargo transported on all-cargo flights and cargo transported on passenger flights (belly cargo).	The information is currently unavailable.	There are no systems in place that would enable collection of this data as it is not required for management purposes.
<b>Material aspect: indirect economic impacts</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) + (AO) Sustainable and efficient use of the asset (pp.28-29) Master Plan 2033 (pp.32-40)			
G4-EC8	Significant indirect economic impacts, including the extent of impacts	(a)-(b) Sustained positive contribution to society and economy (p.28-29) Master Plan 2033 (pp.32-40)			
<b>Material aspect: Procurement practices</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) Fair and ethical operating practices (p.21)			
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Omitted. See notes.	Definitions and data on local spend.	The information is currently unavailable.	There are no systems in place that would enable collection of this data as it is not required for management purposes.

## SPECIFIC STANDARD DISCLOSURES

DMA AND INDICATORS	STANDARD DISCLOSURE TITLE	PAGE NUMBER (OR LINK)	IDENTIFIED OMISSION(S)	REASON(S) FOR OMISSION(S)	EXPLANATION FOR OMISSION(S)
<b>Category: Environmental</b>					
<b>Material aspect: Energy</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) + (AO) Aviation and climate change impacts (pp.32-33) Master Plan 2033 (pp.159-161); Airport Environment Strategy 2013-2018 (pp.49-52)			
G4-EN3	Energy consumption within the organization	(a), (c), (e)-(g) Aviation and climate change impacts (p.32) (b) None (d) None			
<b>Material aspect: Water</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) + (AO) Commitment to environmental management (pp.30-31) Master Plan 2033 (pp.156-169) Airport Environment Strategy 2013-2018 (pp.53-56)			
G4-EN8	Total water withdrawal by source	(a)-(b) Commitment to environmental management (p.31)			
G4-EN9	Water sources significantly affected by withdrawal of water	None			
G4-EN10	Percentage and total volume of water recycled and reused	(a)-(c) Commitment to environmental management (p.31)			
<b>Material aspect: Biodiversity</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) + (AO) Commitment to environmental management (pp.30-31) Master Plan 2033 (pp.156-169); Airport Environment Strategy 2013-2018 (pp.67-70)			
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	(a) Commitment to environmental management (pp.30-31) Airport Environment Strategy 2013-2018 (pp.14, 67-70)			
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	(a) Commitment to environmental management (pp.30-31) Airport Environment Strategy 2013-2018 (pp.14, 67-70)			

## SPECIFIC STANDARD DISCLOSURES

DMA AND INDICATORS	STANDARD DISCLOSURE TITLE	PAGE NUMBER (OR LINK)	IDENTIFIED OMISSION(S)	REASON(S) FOR OMISSION(S)	EXPLANATION FOR OMISSION(S)
<b>Material aspect: Emissions</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) + (AO) Aviation and climate change impacts (pp.32-33) Master Plan 2033 (pp.159-161); Airport Environment Strategy 2013-2018 (pp.49-52)			
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	(a),(b),(e)-(g) Aviation and climate change impacts (p.32) (c) None (d) Omitted - see notes	Base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions.	The information is currently unavailable.	Sydney Airport is currently in the process of reviewing and updating its Carbon Reduction Strategy. This will include establishing a base year that will be reported against in future reports.
G4-EN16	Indirect greenhouse gas (GHG) emissions (Scope 2)	(a),(b),(d)-(f) Aviation and climate change impacts (p.32) (c) Omitted - see notes	Base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions.	The information is currently unavailable.	Sydney Airport is currently in the process of reviewing and updating its Carbon Reduction Strategy. This will include establishing a base year that will be reported against in future reports.
<b>Material aspect: Effluents and waste</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) + (AO) Commitment to environmental management (pp.30-31) Master Plan 2033 (pp.156-169); Airport Environment Strategy 2013-2018 (pp.74-75)			



## SPECIFIC STANDARD DISCLOSURES

DMA AND INDICATORS	STANDARD DISCLOSURE TITLE	PAGE NUMBER (OR LINK)	IDENTIFIED OMISSION(S)	REASON(S) FOR OMISSION(S)	EXPLANATION FOR OMISSION(S)
G4-EN23	Total weight of waste by type and disposal method	(a)-(b) + (AO). Commitment to environmental management (p.31) Sydney Airport does not collect data on quantities of quarantine waste off international flights. Quarantine waste off aircraft is the responsibility of the airlines and they contract directly to waste service providers, the only involvement we have is to provide space for the storage of the waste.			
<b>Material aspect: Compliance</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) Fair and ethical operating practices (p.21) Management of regulatory compliance is embedded within all key planning and decision-making processes, supported by specific roles focused on ensuring compliance with relevant statutory procedures, practices and processes as part of the day to day operation of the airport.			
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	(a)-(b) Fair and ethical operating practices (p.21); In 2014, Sydney Airport did not receive any fines or non-monetary sanctions for non-compliance.			
<b>Material aspect: Transport</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) + (AO) Commitment to environmental management (pp.30-31); Getting to and from Sydney Airport (pp.42-43); Master Plan 2033 (pp.156-169); Airport Environment Strategy 2013-2018 (pp.63-66)			
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	(a)-(c) Commitment to environmental management (pp.30-31); Getting to and from Sydney Airport (pp.42-43); Master Plan 2033 (pp.156-169); Airport Environment Strategy 2013-2018 (pp.63-66)			

## SPECIFIC STANDARD DISCLOSURES

DMA AND INDICATORS	STANDARD DISCLOSURE TITLE	PAGE NUMBER (OR LINK)	IDENTIFIED OMISSION(S)	REASON(S) FOR OMISSION(S)	EXPLANATION FOR OMISSION(S)
<b>Category: Social</b>					
<b>Sub-category: Labor practices and decent work</b>					
<b>Material aspect: Employment</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) Employee engagement, development and wellbeing (pp.45-46) (AO) Omitted – see notes	Policies to hire locally, reduce turnover for employees with access to secure areas of the airport, retention of employees by next contractor.	The information is currently unavailable.	Sydney Airport does not collect this data and is currently reviewing its capabilities to report on this data in future years.
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	(a)-(b) Employee engagement development and wellbeing (p.45)			
<b>Material aspect: Occupational health and safety</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) + (AO) Employee health and safety (pp.49-52)			
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	(a)-(b) Employee health and safety (p.49)			
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	(a)-(b) + (AO) Employee health and safety (p.49)	Lost day rate, Worker Absenteeism rate by gender, and Supervised workers data.	The information is currently unavailable.	Sydney Airport does not collect this data and is currently reviewing its capabilities to report on this data in future years.
<b>Material aspect: Training and education</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) Learning and development (pp.47-48)			
G4-LA9	Average hours of training per year per employee by gender, and by employee category	(a) Learning and development (p.48)			
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	(a) Performance and development planning (p.48)			

## SPECIFIC STANDARD DISCLOSURES

DMA AND INDICATORS	STANDARD DISCLOSURE TITLE	PAGE NUMBER (OR LINK)	IDENTIFIED OMISSION(S)	REASON(S) FOR OMISSION(S)	EXPLANATION FOR OMISSION(S)
<b>Material aspect: Diversity and equal opportunity</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) Diversity and equal opportunity (pp.52-53)			
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	(a)-(b) Diversity and equal opportunity (p.53)	Breakdown by minority group.	The information is currently unavailable.	Sydney Airport does not collect this data and is currently reviewing its capabilities to report on this data in future years.
<b>Sub-category: Human rights</b>					
<b>Material aspect: Security practices</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) + (AO) Safety and security (pp.34-35); Partners and responsibilities for managing Sydney Airport (p.6)			
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	Security personnel are trained in human rights related practices by the contracted security service provider, SNP, in accordance with legislative requirements.			
<b>Sub-category: Society</b>					
<b>Material aspect: Local communities</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) + (AO) Embracing stakeholder relationships (pp.15-17)			
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	(a) 100% - Sydney Airport only operates a single airport. See Sydney Airport's Master Plan 2033 (p.20) for details			
<b>Material aspect: Anti-corruption</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) Fair and ethical operating practices (p.21)			
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	(a)-(b) Fair and ethical operating practices (p.21)			

## SPECIFIC STANDARD DISCLOSURES

DMA AND INDICATORS	STANDARD DISCLOSURE TITLE	PAGE NUMBER (OR LINK)	IDENTIFIED OMISSION(S)	REASON(S) FOR OMISSION(S)	EXPLANATION FOR OMISSION(S)
<b>Material aspect: Public policy</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) Active involvement in public policy development (pp.18-20)			
G4-SO6	Total value of political contributions by country and recipient/beneficiary	(a)-(b) Active involvement in public policy development (p.19)			
<b>Material aspect: Anti-competitive behaviour</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) Fair and ethical operating practices (p.21)			
G4-SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	(ab)-(b) Fair and ethical operating practices (p.21)			
<b>Material aspect: Compliance</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) Fair and ethical operating practices (p.21); Management of regulatory compliance is embedded within all key planning and decision-making processes, supported by specific roles focused on ensuring compliance with relevant statutory procedures, practices and processes as part of the day to day operation of the airport.			
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	(a)-(c) Fair and ethical operating practices (p.21); In 2014, Sydney Airport did not receive any fines or non-monetary sanctions for non-compliance.			



## SPECIFIC STANDARD DISCLOSURES

DMA AND INDICATORS	STANDARD DISCLOSURE TITLE	PAGE NUMBER (OR LINK)	IDENTIFIED OMISSION(S)	REASON(S) FOR OMISSION(S)	EXPLANATION FOR OMISSION(S)
<b>Sub-category: Product responsibility</b>					
<b>Material aspect: Customer health and Safety</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) + (AO) Safety and security (pp.34-35)			
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	(a)-(b) There were no incidents of non-compliance with regulations and voluntary codes concerning health and safety at Sydney Airport.			
AO9	Total annual number of wildlife strikes per 10,000 aircraft movements	(a) Safety and security (p.35)			
<b>Material aspect: Product and service labeling</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) Meeting passenger expectations regarding the airport experience (pp.23-26); Meeting airline expectations (p.27)			
G4-PR5	Results of surveys measuring customer satisfaction	(a) Sydney Airport's Material Issues (p.10)(b)-(c) Meeting passenger expectations regarding the airport experience (pp.23-26); Meeting airline expectations (p.27)			
<b>Material aspect: Compliance</b>					
G4-DMA	Generic Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) Meeting passenger expectations regarding the airport experience (pp.23-26); Meeting airline expectations (p.27).			
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	(a)-(c) Fair and ethical operating practices (p.21); In 2014, Sydney Airport did not receive any fines or non-monetary sanctions for non-compliance.			

## SPECIFIC STANDARD DISCLOSURES

DMA AND INDICATORS	STANDARD DISCLOSURE TITLE	PAGE NUMBER (OR LINK)	IDENTIFIED OMISSION(S)	REASON(S) FOR OMISSION(S)	EXPLANATION FOR OMISSION(S)
<b>Category: Sector-specific assets</b>					
<b>Material aspect: Inter-modality</b>					
G4-DMA	Sector-specific Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) + (AO) Commitment to environmental management (pp.30-31); Getting to and from Sydney Airport (pp.42-43); Master Plan 2033 (pp.156-169); and Airport Environment Strategy 2013-2018 (pp.63-66).			
<b>Material aspect: Business continuation and emergency preparedness</b>					
G4-DMA	Sector-specific Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) + (AO) Safety and security (pp.34-35)			
<b>Material aspect: Service quality</b>					
G4-DMA	Sector-specific Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) Meeting passenger expectations regarding the airport experience (pp.23-26); Meeting airline expectations (p.27)			
<b>Material aspect: Provision of services or facilities for persons with special needs</b>					
G4-DMA	Sector-specific Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) Meeting passenger expectations regarding the airport experience (pp.26)			
<b>Material aspect: Noise</b>					
G4-DMA	Sector-specific Disclosures on Management Approach	(a) Sydney Airport's Material Issues (p.10) (b)-(c) + (AO) Managing noise impacts on nearby communities (pp.36-37); Continuous descent approaches (CDA): Master Plan 2033 (p. 185) Noise preferential routes: Long Term Operating Plan Precision navigation: Master Plan 2033 (p. 185) Ground-based noise: Master Plan 2033 (p.180) Off-airport noise insulation: Master Plan 2033 (pp. 170, 184) Aircraft landing during the curfew are not permitted to use reverse thrust to a level greater than "idle reverse thrust" as legislated.			
AO7	Number and percentage change of people residing in areas affected by noise	Omitted. see notes.	Number and percentage change of people residing in areas affected by noise.	The information is currently unavailable.	Sydney Airport does not collect this data. This information is captured by Air Services Australia.

Note that as this is Sydney Airport's first sustainability report, external assurance has not been sought on any aspect or indicator this year.

# APPENDIX

STAKEHOLDER GROUP	TYPE OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT
<b>All</b>	<ul style="list-style-type: none"> <li>Sydney Airport website (also available in a simplified Chinese microsite)</li> <li>Sydney Airport mobile app (also available in simplified Chinese)</li> <li>Facebook</li> <li>Twitter</li> <li>Instagram</li> <li>Advertisements on local radio</li> </ul>	<ul style="list-style-type: none"> <li>Daily</li> <li>Daily</li> <li>Daily</li> <li>Daily</li> <li>Daily</li> <li>As scheduled</li> </ul>
<b>Passengers</b>	<ul style="list-style-type: none"> <li>Customer Satisfaction Survey</li> <li>Airport Council International (ACI) Customer Quality of Service Survey</li> <li>Posters around the terminal</li> <li>Airport Ambassadors</li> <li>Lost property service</li> <li>Direct feedback via email, website, social media and phone</li> <li>Competitions requesting ideas on improvement</li> <li>Access to app to directly report cleaning or maintenance issues to the duty teams</li> <li>Multi-lingual app and website</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> <li>Monthly</li> <li>As needed</li> <li>Daily</li> <li>As needed</li> <li>As needed</li> <li>As needed</li> <li>As needed</li> <li>Daily</li> </ul>
<b>Airlines</b>	<ul style="list-style-type: none"> <li>Airline Operators Committee T1</li> <li>Airline Operators Committee T2</li> <li>Aeronautical Capital Investment Consultative Group</li> <li>Airline satisfaction surveys</li> <li>Joint Passenger Facilitation Meetings</li> <li>Common User Terminal Equipment User Board</li> <li>Airport Emergency Committee</li> <li>Day-to-day communications as part of relationship and operational management</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> <li>Monthly</li> <li>Monthly</li> <li>Monthly or as needed</li> <li>Bi-annually</li> <li>Quarterly</li> <li>Quarterly</li> <li>Quarterly</li> <li>Daily</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>Staff Engagement Survey</li> <li>Consultative groups</li> <li>Day-to-day communications as part of operational management</li> <li>WHS Staff Committee</li> <li>Staff newsletter</li> <li>Exit surveys</li> <li>Staff briefings</li> <li>Service Star program</li> <li>Performance reviews</li> <li>All staff bulletins and emails</li> </ul>	<ul style="list-style-type: none"> <li>Bi-annually</li> <li>As needed</li> <li>Daily</li> <li>Six-weekly</li> <li>Monthly</li> <li>As needed</li> <li>Quarterly</li> <li>Monthly</li> <li>Semi-annually</li> <li>As needed</li> </ul>
<b>Community and local government</b>	<ul style="list-style-type: none"> <li>Sydney Airport Community Forum</li> <li>Planning Coordination Forum</li> <li>Community updates in local newspapers</li> <li>Stalls at local community events</li> <li>Letterbox flyers</li> <li>Local council briefings</li> <li>Informal engagement through community sponsorship programs and other initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> <li>Half yearly</li> <li>Approximately quarterly</li> <li>As needed</li> <li>As needed</li> <li>Ongoing</li> <li>Ongoing</li> </ul>
<b>Border agencies</b>	<ul style="list-style-type: none"> <li>Day-to-day communications as part of operational management</li> <li>Planning and facilitation management review</li> <li>Border agency operational and customer focus area review</li> <li>Strategic airport management</li> </ul>	<ul style="list-style-type: none"> <li>Daily</li> <li>Weekly</li> <li>Bi-annually</li> <li>Monthly or as scheduled</li> </ul>
<b>Airport service providers (incl. tenants and suppliers)</b>	<ul style="list-style-type: none"> <li>Communication briefings</li> <li>Consultative groups</li> <li>Day-to-day communications as part of operational management</li> </ul>	<ul style="list-style-type: none"> <li>As needed</li> <li>As needed</li> <li>Daily</li> </ul>

STAKEHOLDER GROUP	TYPE OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT
<b>Investors</b>	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Results announcements</li> <li>Regular briefings for institutional investors and ratings agencies</li> <li>Investor roadshows covering Australia, Asia, Europe and North America</li> <li>ASX releases</li> <li>Traffic announcements</li> <li>Institutional and Retail investor events</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>Bi-annually</li> <li>Twice per year at the time of reporting audited financial results</li> <li>Twice per year with a total of 200 face to face meetings held annually between management and investors</li> <li>As needed</li> <li>Monthly</li> <li>Annually</li> </ul>
<b>Tourism bodies</b>	<ul style="list-style-type: none"> <li>Regular meetings as part of collaborative efforts to attract airlines to Sydney</li> <li>Participation in and partnerships with business and tourism events in Sydney</li> <li>Overseas delegations</li> </ul>	<ul style="list-style-type: none"> <li>Weekly</li> <li>As needed</li> <li>As needed</li> </ul>
<b>Industry associations</b>	<ul style="list-style-type: none"> <li>Attendance at meetings, conferences, functions and events</li> <li>Briefings on specific topics (where current or relevant)</li> </ul>	<ul style="list-style-type: none"> <li>Monthly to quarterly</li> <li>As needed</li> </ul>
<b>NSW Government and agencies</b>	<ul style="list-style-type: none"> <li>Regular meetings with relevant agencies, e.g. Emergency Services, Roads and Maritime Services (RMS) and Destination NSW</li> <li>Briefings for Members of Parliament and/or Members of Legislative Council on topics of interest</li> <li>Operations, major events and incidents</li> </ul>	<ul style="list-style-type: none"> <li>Daily/monthly</li> <li>As needed</li> <li>As needed</li> </ul>
<b>Australian Government and agencies</b>	<ul style="list-style-type: none"> <li>Regular meetings with Department of Infrastructure and Regional Development</li> <li>Briefings for MPs and/or Senators on topics of interest</li> <li>Day-to-day communications as part of operational management</li> <li>Airservices Australia</li> <li>Emergency Management Australia</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> <li>As needed</li> <li>Daily</li> <li>As needed</li> <li>As needed</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>Briefings to media groups</li> <li>Airport tours</li> <li>Dedicated media releases</li> <li>Liaison in response to specific requests</li> <li>On-call media phone</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> <li>As needed</li> <li>Multiple times monthly</li> <li>As needed</li> <li>Daily</li> </ul>
<b>Regulators</b>	<ul style="list-style-type: none"> <li>Regular engagement with Australian Competition and Consumer Commission</li> <li>Civil Aviation Safety Authority</li> <li>Regular meetings with the Department of Infrastructure and Regional Development – Office of Transport Security</li> <li>Work Cover (incident reports and investigations)</li> <li>Airport Coordination Australia</li> </ul>	<ul style="list-style-type: none"> <li>As needed, plus annual monitoring report</li> <li>Daily, plus an annual audit</li> <li>Multiple times monthly, plus an annual audit</li> <li>As needed</li> <li>Regular meetings every two months, with additional meetings as needed for operational matters</li> </ul>





# CORPORATE DIRECTORY

## **SYDNEY AIRPORT LIMITED**

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- Trevor Gerber
- Michael Lee
- John Roberts
- Stephen Ward
- Kerrie Mather
- Ann Sherry

Company secretary: Jamie Motum

## **THE TRUST COMPANY (SYDNEY AIRPORT) LIMITED**

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Directors of The Trust Company  
(Sydney Airport) Limited:

- Russell Balding
- Patrick Gourley
- Christopher Green

Company secretaries: Rupert Smoker and Jamie Motum

The Trust Company (Sydney Airport) Limited is the  
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