

Sydney Airport Diversity Policy

Effective date: 1 January 2016

1. Diversity Commitment

Sydney Airport is committed to strengthening the Airport Community through diversity and inclusion, respect and valuing difference. By increasing diversity we increase our organisational strength.

We are committed to improving diversity to better support the differing needs of our stakeholders including passengers, airlines, airport partners and the community. To do this we are building a more inclusive workplace to enable greater diversity of thought, more informed decision making and ultimately better business outcomes.

Our goal is to ensure our workforce is diverse, with people of different backgrounds bringing a range of attributes, skills, styles and experiences that they can contribute to our organisation. This will be achieved by the application of this policy, the introduction of initiatives to support our diversity goals and the monitoring, measuring and reporting of diversity metrics.

2. Definition

At Sydney Airport we define Diversity in broad terms:

- **Who we are:** Age, race, gender, religion, sexual orientation, geographic origin, indigenous background and cultural norms
- **What we do:** Roles, functions, locations, knowledge and technical expertise
- **How we do it:** Communication style, ideas, behaviours, attitudes, work habits, life experiences

We will continue to measure and monitor our progress and identify appropriate programs to improve diversity. Sydney Airport aims to be an employer of choice that attracts the best employee talent available.

3. Diversity Actions

To underpin our Diversity commitment, we will:

- Build the awareness and capability of our people leaders to embrace diversity and flexibility
- Maximise diversity in leadership positions, in particular the proportion of women in leadership and management roles
- Create a more inclusive and collaborative workplace which drives employee engagement and improves morale
- Ensure decision making is transparent, merit-based, equitable and procedurally fair
- Be seen within the industry and community as a champion of diversity

Our continued success with Diversity is supported by our people living the Sydney Airport values:

- Integrity and Openness
- Safety and Security
- Excellence
- Teamwork
- Creativity and Flexibility
- Sustainability

4. Delivering on our Commitment

Sydney Airport employees demonstrate through their actions and words that valuing and managing diversity is a key element in Sydney Airport's culture.

Outlined below are the ways in which Sydney Airport aims to leverage the potential all our people have, irrespective of their individual differences.

Recruitment and Selection

Sydney Airport is committed to recruiting and selecting people solely on the basis of their professional capability and qualifications. We are focused on preventing discrimination and we encourage applications from all suitably qualified candidates. We believe that a diverse workforce provides the best source of talent, creativity and experience. People with different backgrounds and life experiences can identify opportunities and address problems from different perspectives.

Development and Career Opportunities

Sydney Airport is committed to developing the skills and capabilities of all of our people to assist them to be the best that they can be. A wide range of programs and experiences are offered to all employees to support development of technical skills, people management and leadership capabilities. All promotions are on the basis of performance, ability and active demonstration of our values.

Performance and Reward

Sydney Airport bases all remuneration decisions on merit – which incorporates applied knowledge and skills, delivery of results and demonstration of our values. Roles are benchmarked against market rates of pay to ensure equity in remuneration.

Activities, Sponsorships and Memberships

Sydney Airport actively celebrates Harmony Day through a lunch where people share their favourite food and customs from their culture. Sydney Airport's commitment to diversity extends beyond our own workplace, with support of Chief Executive Women (CEW) and Australian Marriage Equality Organisation. In addition, the Board has publicly committed to the Australian Institute of Company Directors (AICD) 30% Club for both Board and Management roles.

5. Governance and Reporting

Diversity forms an integral part of Sydney Airport's People Strategy and our progress is reported in our Annual and Sustainability Reports.

On an annual basis, the Board will review and report on:

- the relative proportion of women and men in the workforce at all levels and progress being made on gender diversity; and
- statistics and trends on our broader organisational profile (such as age, tenure, ethnicity, indigenous background) that demonstrate our diversity