

# Gender Pay Gap Statement

2024

# SYD





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



## Executive summary

Sydney Airport (SYD) is committed to creating a place where all of our people belong, and thrive. This commitment is brought to life through the actions outlined in our Belonging and Inclusion (B&I) Action Plan.

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

In 2023-2024, SYD has identified a gender pay gap of 6.7%. While there is no gender pay gap at SYD in 'like for like' roles, we are committed to eliminating our overall pay gap which is being driven by the following factors:

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

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

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

While there is more work to do in order to achieve sustained gender equity, we have the unwavering commitment, focus, plans and drive needed to get this right.

### Our guiding principles



A place to be yourself



A place candidates seek out



A place people recommend



A place people can feel proud of their contribution to SYD



A place people choose to stay



SYD's Gender pay gap for 2023-2024

6.7%

The median total remuneration gap

3.3%

The median base salary gap

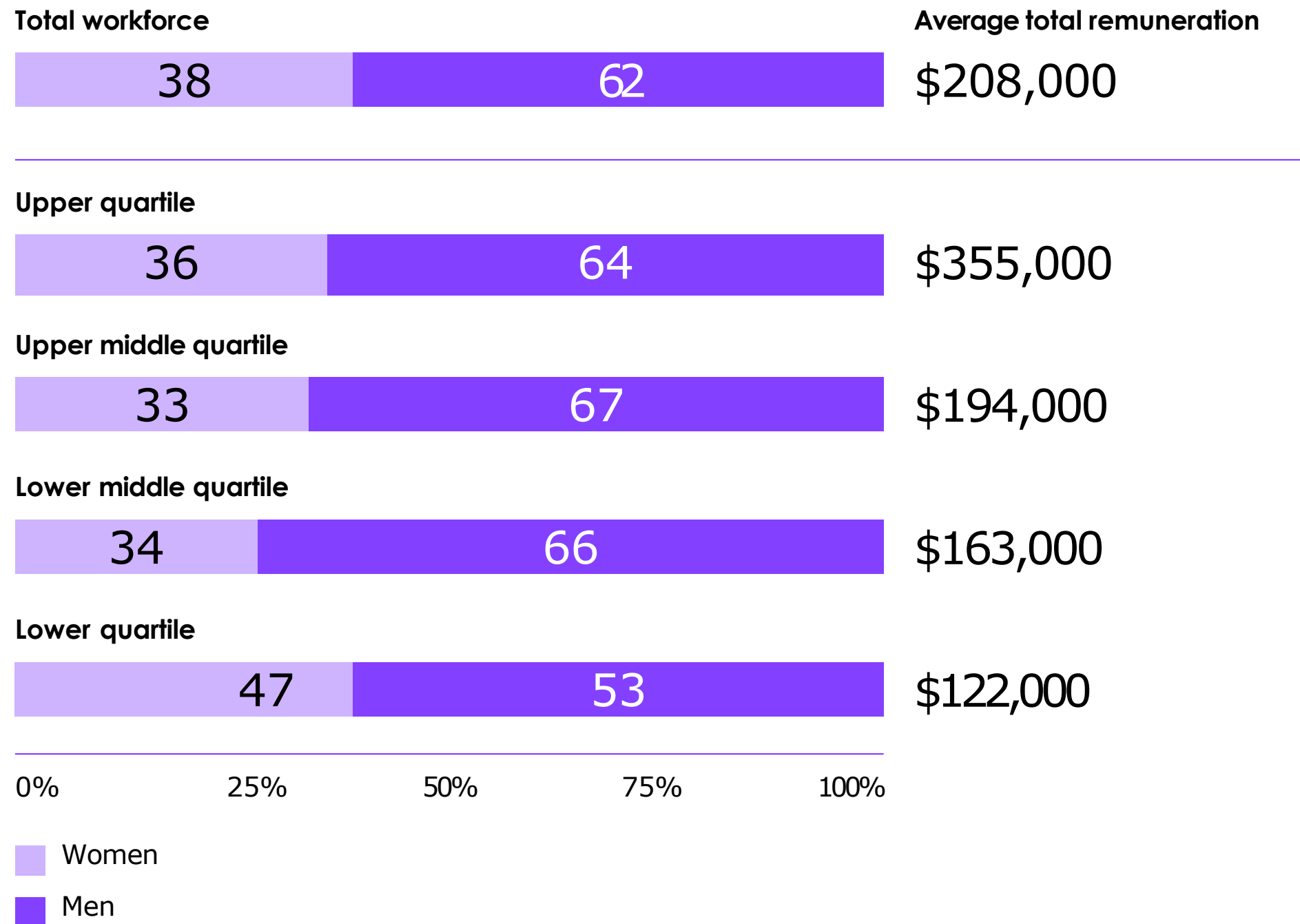
-3.8%



# SYD's gender pay gap

## Gender Composition by Pay Quartile

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





# Gender pay gap drivers

SYD's 2023-24 gender pay gap is not a reflection of paying females less than males in 'like for like' roles, rather these outcomes reflect a number of known factors which we are actively working to resolve, including:

- 1 | A focus on increasing female representation across the overall business.
- 2 | An awareness that our newly structured Leadership Team has more males than females.
- 3 | A focus on increasing representation of female team members in traditional male-dominated industry segments like Development, Technical Services, Technology, Data and Digital, Engineering and Property.
- 4 | A focus on increasing female representation in senior roles with profit and loss responsibility, many of which are linked to higher variable remuneration offerings and outcomes.

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

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

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





We continue to focus on SYD's Gender Equality Indicators

# SYD's gender equality indicators

As we continue to focus on SYD's Gender Equality Indicators, we are pleased with our areas of strong performance.

## Workforce composition

Female representation in management roles remains a focus for SYD with targeted activity in recruitment, internal promotions and career development opportunities for internal female talent.

	Key Management Personnel (KMPs)		Managers		Non-Management	
	Women	Men	Women	Men	Women	Men
2021-22	33%	67%	41%	59%	35%	65%
2022-23	57%	43%	47%	53%	36%	64%
2023-24	50%	50%	43%	57%	36%	64%

## Appointments and promotions

In the reporting period 45% of manager and 51% of non-manager appointments and promotions were Female.

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

	Female		Male	
	Number	Percent	Number	Percent
Appointments to manager roles (including promotions)	14	45%	17	55%
Appointments to non-manager roles (including promotions)	81	51%	78	49%



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

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

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

## Training and development opportunities

SYD makes a strong investment into a wide range of learning and development opportunities for our people, with a focus on creating a place where everyone is able to learn and grow. We are committed to supporting our people to perform well in their current role and for future roles. This includes focus on leadership development, capability uplift, Safety and role-specific training, as well as mandatory core training.

## Flexibility and employment terms

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

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

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

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





# What we are actively working on to close the gap

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

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

## 1

### Policies and process

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

## 2

### Place

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

## 3

### Leadership

The capability and confidence to bring inclusion to life

## 4

### Benchmarking

Continually tracking and analysing our progress and performance

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

We have a comprehensive suite of policies and governance frameworks to support the fair and consistent application of remuneration practice. We ensure there are no like-for-like role pay gaps through continuous monitoring.

We offer comprehensive and leading leave benefits, foster a culture of flexibility and have practical recruitment tools to support Leaders to make better balanced decisions.

Our annual Culture Survey helps us understand the lived experience of our workforce including a lens of the male vs female experience.

Our Employee Resource Group is a gender balanced and diverse (job level, function, age, tenure, cultural identity, etc) group who are a key consultation and action forum for our business.

We have modern and functional breastfeeding rooms and facilities, gender neutral bathrooms and prayer rooms.

Our "Leadership Footprint" defines the inclusive mindset, capabilities and practical responsibilities of every Leader across our business.

We have a comprehensive range of leadership development programs for all levels of leadership, which include a focus on coaching, feedback, impact, growing your team and recruitment and selection. The skills gained support our leaders to better lead diverse teams.

SYD has a quarterly gender equity scorecard which provides our CEO and Leadership Team ongoing visibility on decisions made across the year that impact gender equity. This scorecard identifies male vs female outcomes relating to turnover, recruitment, promotions/role changes, out of cycle increases and training & development opportunities.

We also maintain the Family Inclusive Workplace Accreditation year on year.



## Find out more

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

# SYD

