

Sydney Airport | Annual Report 2023

# A better airport for a brilliant city



# We're ready to take you there

## Acknowledgement of Country

Sydney Airport would like to acknowledge the Aboriginal people of coastal Sydney who are the Traditional Custodians of the land on which today's airport sits.

They identify themselves in a number of ways including Gamayngal, Bideagal, Gweagal, Gadigal and Gadhungal.

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

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# SYD



## Chair and CEO message

# 2023 – the year we turned the corner



Scott Charlton  
Chief Executive Officer

David Gonski  
Chair

After the turbulence of the COVID-19 pandemic years, 2023 was the year we turned the corner, fixing our sights on the future by rebuilding our network, improving operational performance and delivering positive experiences for customers - getting back to what we do best as Australia's gateway.

2023 revenue<sup>1</sup>

## \$1,490.2 million

^ 45% on 2022  
v (2%) on 2019

## 2023 total passengers

## 38.6 million

^ 33% on 2022  
v (13%) on 2019

EBITDA<sup>2</sup>

## \$1,192.8 million

^ 61% on 2022  
v (11%) on 2019

1. Excludes aeronautical security revenue and other revenue.

2. EBITDA is defined as profit before depreciation, amortisation, net finance costs and income tax.

It was a year of significant recovery for the airport, with a total of 38.6m passengers passing through the terminals, just 13 per cent shy of the annual record of 44.4m passengers in 2019. The demand for travel continued to gain momentum with new routes, increased seat capacity and a strong recovery on China signalling that the end of the COVID-era was in sight.

### Aviation recovery

In 2023, we focused on stabilising airline operations and growing seat capacity to re-establish our network. We delivered strong aviation performance in 2023, and December represented the first month that the reported number of travellers on Australian passports recovered to, and grew beyond, pre-COVID levels, growing 1.3 per cent compared to December 2019. In the first month following the opening of the border to China seat capacity climbed to 1.24m by December 2023, delivering one of the strongest China recoveries of any international airport globally.

In April, we welcomed VietJet to Sydney delivering additional capacity to the Vietnam market. We expanded our network into Korea with five airlines now flying Sydney to Incheon, and Korean resident traffic surging by 73 per cent in December 2023 when compared to December 2019. Sichuan Airlines returned after an almost four-year break bolstering our carrier network to 51 airlines, and we increased services to Singapore, Thailand, Indonesia and the Pacific Islands as the appetite for leisure travel continued to climb. For the year ahead, we anticipate demand for travel will continue to grow as we move towards being 100 per cent recovered.

Domestically, reduced seat supply across our busiest routes continues to impact the domestic recovery which is lagging behind international.

### Capital investment

Our capital investment program saw \$420.1m invested in projects focused on asset resilience, safety, security and improving the customer experience. This included improvements to our airfield operations, upgrades to baggage systems, improvements to roads and access, and enhancing our bathrooms across the precinct.

We began the redevelopment plan for the P1 domestic car park by demolishing the now 54-year-old building. Originally constructed in 1969, and with a footprint of 13,000 sqm, the demolition of P1 progressed with minimal passenger disruption. Parking customers continue to be accommodated across the P2, P3 and Blu Emu car parks.

The \$169m South-East sector apron investment sets out to meet forecast aviation demand and was well underway during the year, delivering 1.5 km of new taxiway and services including the new fuel main for future connections. With a team of more than 100 workers on-site day and night, these crucial upgrades also include two renewed and four new aircraft parking bays that will be constructed near the Air Traffic Control Tower and Blu Emu car park. (Page 8)

We focused on our strategy to deliver an exceptional retail, food and dining experience for customers by securing Australia's first domestic airport department store concept in partnership with Heinemann Tax & Duty Free. The new stores at T2 and T3 domestic terminals deliver a step-change in the shopping experience across more than 2,270 sqm. We also welcomed renowned Australian chef and restaurateur, Luke Mangan, to T3 domestic terminal with 'Luke's Bistro & Bar' now catering to 200 diners, celebrating the quality and diversity of Sydney's rich food scene. (page 17)

## Financial and operational snapshot

The impact of the strong demand for travel was evident across all areas of our business with total revenue increasing to \$1,490.2m. As airline capacity grew over the year, aeronautical revenue increased to \$781.0m. The combined revenue of our retail, property, parking and ground transport businesses increased to a total of \$709.2m. By the end of 2023, we were 98 per cent recovered compared to 2019 on revenue, and 89 per cent on EBITDA, signalling the strong return to travel and the airport's recovery to near pre-pandemic levels.

## Operations

In 2023, we focused on improving our security screening throughput, ensuring passengers could make their way through security more easily and faster.

This included improving the customer service standards across the frontline assistance team, as well as implementing clearer messaging at screening points to support passengers through the process.

Throughout December, 100 per cent of domestic passengers and 99.3 per cent of international passengers passed through security in less than 10 minutes.

## Sustainability

Sustainability is integral to our business and we are committed to creating a sustainable future for our customers, people, partners and communities.

The implementation of our 2022-24 Sustainability Strategy focused on three strategic pillars: responsible business, planning for the future, and supporting our people and communities.

Strong progress was made on improving our sustainability performance as set out in our strategy, including progress on several initiatives that support our goal of achieving Net Zero by 2030 for Scope 1 and Scope 2 emissions (noting that Scope 1 and 2 emissions accounted for 13 per cent of our total emissions footprint in 2023).

We continued to be recognised as a sustainability leader in our sector across a range of ESG ratings and benchmarks, including ranking first globally in the airports sub-industry sector, and as a Top-Rated Global ESG Performer.

## Safety

We recognise that a strong safety culture plays a vital role in improving safety performance. To ensure everyone goes home safe and well, we implemented a range of initiatives to build our safety culture.

We refreshed the processes for learning by launching a new induction program, Airside Aware and Terminal Aware, reaching over 15,000 workers online to provide a consistent understanding of airport risks.

We revised our approach to safety governance forums to improve the way we review high-potential incidents, focusing on potential consequences. Our Total Recordable Injury Frequency Rate (TRIFR) for Sydney Airport employees reduced to 6.7 in 2023 (down from 12.6 in 2022) and our employee Lost Time Injury Frequency Rate (LTIFR) reduced to 3.3 (down from 6.3 in 2022).

We continued to support the mental health and wellbeing of our people. Our Health and Wellbeing program provided subsidies for employees to invest in their wellbeing, access to Employee Assistance Program (EAP) services, and provision for employees to take up to three wellbeing days a year.

## Community

Our social impact strategy focuses on three pillars: people, procurement, and partners, and we aim to increase our community investment by 10 per cent year-on-year.

In total, we contributed \$2.82m of community investment - a 25 per cent increase on 2022 - including cash, time, in-kind donations and management costs. We contributed \$2.23m to social and Indigenous procurement in 2023 - a 24 per cent increase on 2022 and well above our 10 per cent year-on-year target. This resulted in positive impacts across the community including employment and financial care for modern slavery survivors, paid employment for people with a disability, and preventative mental health initiatives.

We continue to invest in the next generation of aviation leaders through the SYD100 Scholarship program, which in 2023 was awarded to Timothy Walker, a proud Indigenous man from the Dharug people of the Hawkesbury region. In 2023, we extended our partnership with Wildflower, Gardens for Good Inc. (Wildflower), commissioning additional bush regeneration works at the Sydney Airport Wetlands. We also enriched our Indigenous connection through our long-standing partnership with the Gujaga Foundation, and progressed local community projects funded by Sydney Airport under the joint Sydney Airport – Bayside Council Community and Environmental Projects Fund.

## Outlook

In the year ahead, we expect passenger numbers to grow, and we've set ambitious targets across the business to meet that growth.

We'll continue to expand the aviation network, securing new routes and services to afford passengers greater choice and value, while delivering stronger operational resilience and investing in major projects that ensure the experience at Sydney Airport is world-class.



**David Gonski**  
Chair



**Scott Charlton**  
Chief Executive Officer

## Highlights

# Aviation and operations

## Passenger movements

Total passengers

# 38.6m

▲ 33% on PCP  
▼ (13%) on 2019

Domestic passengers

# 22.1m

▲ 16% on PCP  
▼ (13%) on 2019

Regional passengers

# 2.0m

▲ 10% on PCP  
▼ (10%) on 2019

International passengers

# 14.5m

▲ 77% on PCP  
▼ (14%) on 2019

## Passenger aircraft movements

Total passenger aircraft movements

# 284.0k

▲ 21% on PCP  
▼ (10%) on 2019

Domestic and regional passenger aircraft movements

# 215.1k

▲ 10% on PCP  
▼ (10%) on 2019

International passenger aircraft movements

# 68.8k

▲ 79% on PCP  
▼ (12%) on 2019

## Freight aircraft movements

Total freight movements

# 13.0k

▼ (30%) on PCP  
▲ 42% on 2019

Domestic freight movements

# 6.1k

▲ 3% on PCP  
▲ 39% on 2019

International freight movements

# 6.9k

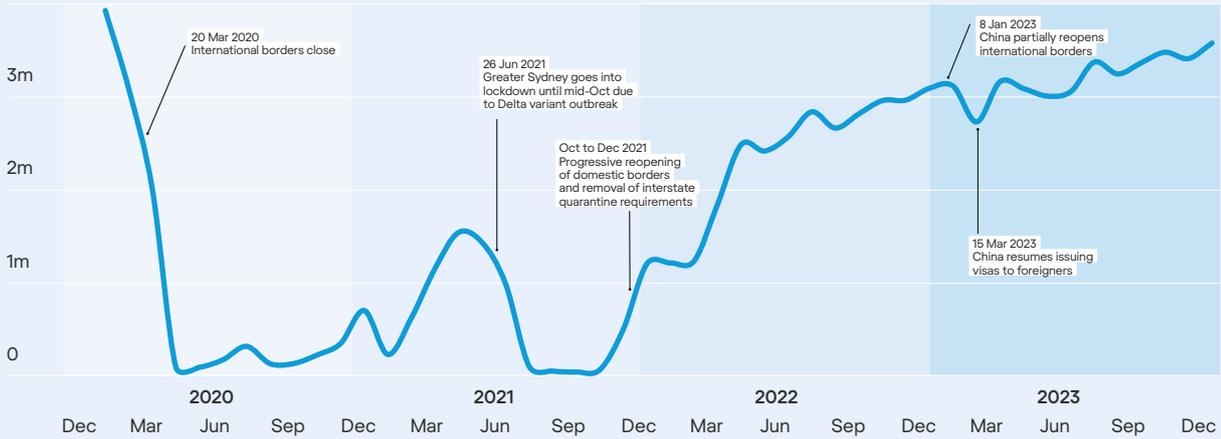
▼ (45%) on PCP  
▲ 45% on 2019

A focus on stabilising airline operations and growing seat capacity to re-establish Sydney Airport's network delivered strong aviation performance in 2023.



# Monthly passenger numbers from 2020 to 2023

4m total passengers



## Movement splits 2023



- 51% ● Passenger aircraft movements domestic
- 21% ● Passenger aircraft movements international
- 16% ● Passenger aircraft movements regional
- 4% ● Freight movement
- 7% ● General aviation
- 1% ● Other





Financial performance

# The journey forward

In 2023, strong passenger growth fuelled revenue across our businesses.

## Total revenues

In 2023, passenger traffic was 38.6m as the demand for international travel continued to rise and the border to China reopened. As a result, our aeronautical revenue increased by 52 per cent from 2022, to \$781.0m for the full year. Property and car rental revenue grew 28 per cent from the previous year to \$264.4m, while parking and ground transport revenue grew 28 per cent from 2022 to \$165.5m. Our retail revenues totalled \$279.3m, up 56 per cent on the prior year.

Total revenue

**\$1,490.2m**  <sup>^</sup> 45% on 2022





### Aeronautical<sup>1</sup>

## \$781.0m

▲ 52% on 2022

▲ 6% on 2019



### Property and car rental

## \$264.4m

▲ 28% on 2022

▲ 5% on 2019



### Parking and ground transport

## \$165.5m

▲ 28% on 2022

▲ 2% on 2019



### Retail

## \$279.3m

▲ 56% on 2022

▼ (26%) on 2019

### Capital investment

## \$420.1m

▲ 37% on 2022

▲ 33% on 2019



### EBITDA

## \$1,192.8m

▲ 61% on 2022

▼ (11%) on 2019



1. Excludes aeronautical security revenue and other revenue





## Capital expenditure

# Building for a better tomorrow

Our capital investment program saw \$420.1m put towards projects focused on asset resilience, safety, security and improving the customer experience.



## P1 car park demolition

In February 2023, we announced that we would demolish the P1 domestic car park which, at 54-years-old, had reached the end of its useful life. Originally constructed in 1969, and with a footprint of 13,000 sqm, the demolition of P1 continued with minimal passenger disruption, with car parking customers continuing to be accommodated across the P2, P3 and Blu Emu car parks. The project is expected to be complete by Q3 2024.

## Building electrical resilience across the precinct

To build additional electrical resilience across the precinct, we began replacing the existing substation infrastructure at the head of the high voltage network which supplies power to the domestic precinct and airfield. The high voltage network consists of critical substation equipment and distribution cables, and we have progressively upgraded and replaced key high voltage infrastructure throughout 2023 to improve the resilience of the power supply to airport assets. Construction of two new buildings housing substation equipment was also completed during 2023, allowing the fit-out of high voltage electrical equipment to commence.

## South-East sector apron project

The \$169m South-East sector apron investment sets out to meet forecast aviation demand in 2029 and was well underway during the year, delivering 1.5 km of new taxiway and all-new services including the new fuel main for future connections. With a team of more than 100 workers on-site day and night, these crucial upgrades also include two renewed and four brand new aircraft parking bays that will be constructed near the Air Traffic Control Tower and Blu Emu car park.

## Pier B South apron works

To make way for new generation aircraft, we're upgrading the Pier B South apron at the T1 international terminal to include additional aircraft capability on contact bays. Maximising the number of fully capable bays will facilitate the more efficient use of our contact gate capacity and will support us in providing improved levels of service for airlines operating these aircraft. Apron upgrades to Bay 30 and Bay 32 were completed during the year, with Bay 34 and Bay 36 due for completion in Q2 2024.

## Capital projects

In 2023, a range of projects designed to improve operations and the customer experience were initiated and substantially progressed.

Category	Project description	Benefits	Timing
 Airfield	Runway works	Slab replacement and preventative surface works	Completed March 2023
		Upgrade of all runway lights to more energy efficient LED light fixtures	Ongoing to mid-2024
	Apron projects	South-East sector apron construction and T1 Pier B South apron construction commenced to improve operations	Ongoing to early-2025
	Bussing lounge	Upgrading T1 international terminal bussing lounge to enhance passenger experience	Ongoing to end-2025
 Terminal work	Baggage	New conveyor sort line at T2 domestic terminal to improve outbound baggage capacity and system resilience	Ongoing to mid-2024
	Bathrooms	Enhancement of bathrooms at the T1 international, T2 and T3 domestic terminals	Ongoing to mid-2024
	Terminals	T1 international terminal main screening and expansion of hall to enhance the passenger experience	Ongoing to mid-2026
	Security	T2 domestic terminal security and check-in project to improve the passenger experience	Ongoing to mid-2026
 Technology	Campus LAN	Critical infrastructure upgrades to improve technology resilience	Ongoing to end-2024
	Cyber resilience	Enhancements to improve our cyber resilience	Always ongoing
 Power	Electricity supply	Upgrades to substations and associated high voltage infrastructure that feeds into both terminal precincts and the airfield	Ongoing
 Landside operations and transport	Roads and access	Sydney Gateway works to relocate services and prepare sites for handover to Transport for NSW completed ahead of schedule	Ongoing to mid-2024
		Development of ground transport solutions at the domestic precinct to improve traffic flow, aligned to the completion of the Sydney Gateway project	Ongoing to end-2024

## Aeronautical services

# Growing the network



Increased seat capacity, new routes and one of the strongest China recoveries of any international airport globally underpinned strong aeronautical performance in 2023.

## Passenger recovery draws line under the COVID era

A total of 38.6m passengers passed through the airport's terminals in 2023, just 13 per cent shy of the annual record of 44.4m passengers in 2019. December 2023 represented the first month that the reported number of travellers on Australian passports recovered to, and grew beyond, pre-COVID levels, growing 1.3 per cent compared to December 2019.

In December, the number of passengers from South Korea and India were also above 2019 levels.

By end of year, total passenger traffic represented a 90.6 per cent recovery compared to December 2019.

## A world-leading recovery on China

Supporting the Chinese airlines and ensuring Sydney was a priority across their networks, was a strategic focus for Sydney Airport in 2023.

While the border to China opened in January, visa restrictions and testing remained well into the year, however Greater China seat capacity climbed to 1.24m by December 2023, delivering one of the strongest China recoveries of any international airport globally.

We now have nine airlines flying 87 return-services weekly to 14 mainland destinations – Air China, Beijing Capital Airlines, China Eastern Airlines, China Southern Airlines, Hainan Airlines, Sichuan Airlines, Tianjin Airlines, Xiamen Airlines, and Qantas.

## New routes and opportunities

We grew seat capacity and added new services across the network to cater for increased demand and to keep pace with the strong appetite for international travel in 2023.

We witnessed strong growth across North Asia and South-East Asia, with airlines adding new routes and launching new services to support increased demand in these markets. By December 2023, the entire North Asian and South-East Asian regions had grown 133 per cent and 111 per cent respectively, above the corresponding month in 2019.



China Eastern Airlines announced two new routes – a direct flight between Sydney and the city of Jinan in the Shandong province operating three services per week, and an Australian first route flying to Auckland, marking the airline's first ever Trans-Tasman route. With these new routes and additional flights, China Eastern Airlines is now servicing five mainland China cities from Sydney, delivering greater choice for customers.

In October, Sichuan Airlines returned to Sydney Airport, marking the official and full recovery of the eight Chinese carriers operating to Sydney Airport pre-COVID. The airline launched five return services per week from Chengdu, a route previously served by Air China in 2019. Tianjin Airlines also launched a new route between Sydney and Chongqing in November, with two return services per week.

During 2023, All Nippon Airways and Qantas increased flights to Tokyo Haneda Airport with both airlines now flying double daily services to one of the most popular cities in Japan for business and leisure travellers.

We continued to expand our network in South Korea with five airlines now flying the popular Sydney to Seoul Incheon route including Korean Air, Asiana, Qantas and low cost-carriers T'way Air and Jetstar, providing greater value and choice to customers. Jetstar is now flying four services to Incheon (up from its three per week launch in November 2022). Strong T'way Air's A330-300, with a seat capacity of 347 seats, delivered a significant amount of competitively priced seat capacity to Korea throughout 2023.

Given the entry of three new carriers (pre-pandemic this route was only serviced by Asiana and Korean Air), Korean resident traffic to Sydney has surged by 73 per cent when comparing December 2023 to December 2019.

In November, Singapore Airlines announced a fifth daily return service from Sydney. With more than 12,000 seats a week, Sydney Airport is now the largest port for the airline outside of its homebase, Singapore.

The launch of VietJet's inaugural services to Sydney in April delivered additional capacity to the fast-growing Sydney-Vietnam market, with VietJet now the third airline to join the popular Sydney to Ho Chi Minh route, increasing the seat supply in one of Sydney's most important growth markets. The launch of VietJet bolstered Sydney Airport's carrier network to 51 airlines. Strong demand saw the airline increase their frequency on the route to daily by December 2023.

Thai AirAsiaX brought back much needed capacity on the Bangkok route by increasing their three services to Bangkok per week to four services in the middle of the year. The carrier's competitive pricing was welcome news to travellers who frequent this popular destination.

Domestically, we continued to see reduced seat supply across our busiest routes impact the domestic recovery which continues to lag behind international.



Aeronautical services

# Growing the network

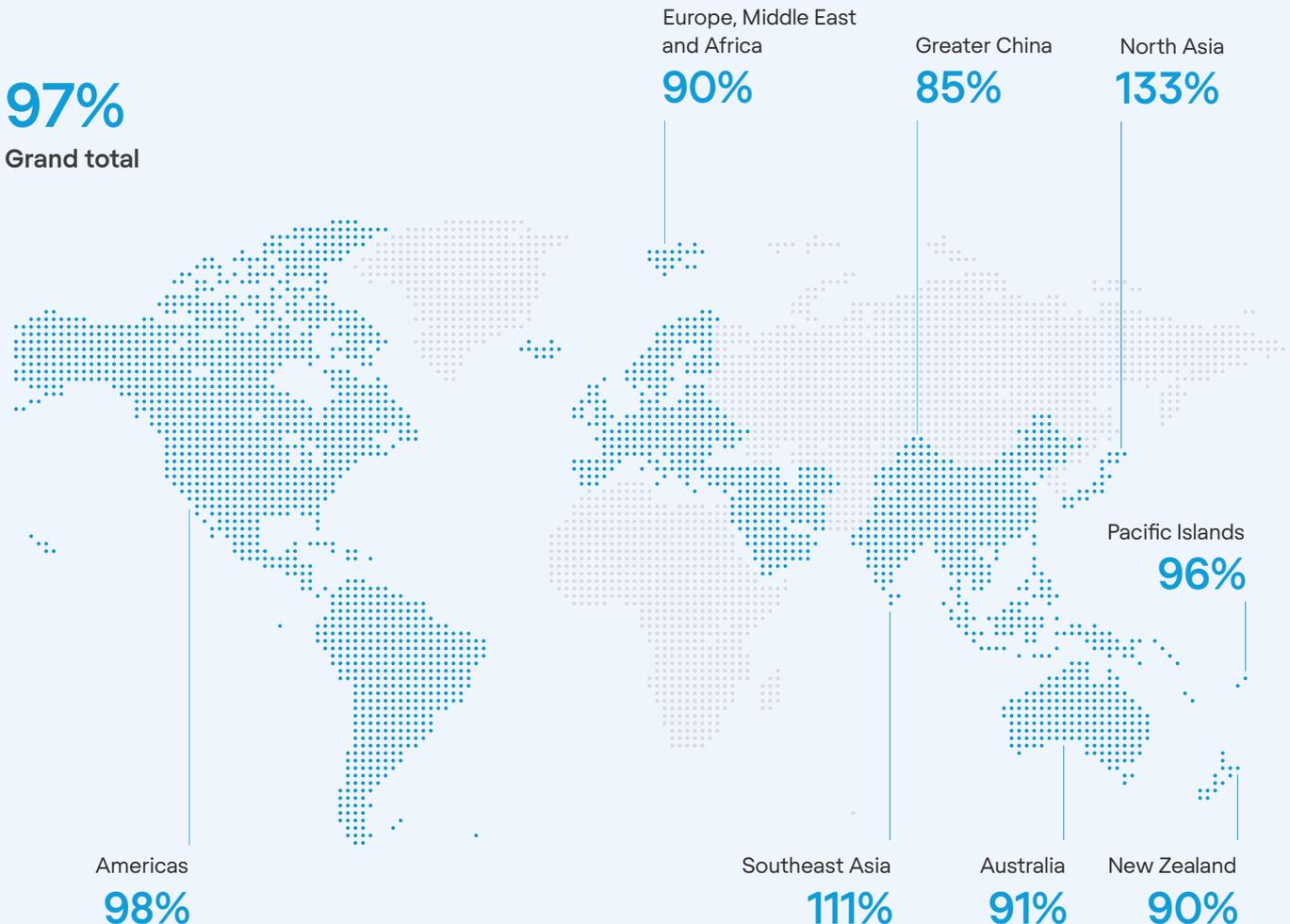
In 2023, we also secured more connections to the Pacific Islands than any other airport in Australia, with passengers to the Pacific Islands 95.7 per cent recovered in December 2023. To meet customer demand, Jetstar commenced direct flights to Rarotonga in the Cook Islands in June, delivering additional value and choice for leisure travellers.

The demand for travel to Indonesia was also strong throughout the year, with passengers taking advantage of competitive airfares to popular island destinations such as Bali. Travel to Fiji, another popular holiday spot with leisure travellers, continued to perform well with traffic up 12 per cent when comparing December 2023 to December 2019.

Total seat capacity from the American carriers American Airlines, Delta Air Lines, Hawaiian Airlines, and United Airlines increased by 32 per cent when comparing December 2023 to December 2019, with United Airlines and Delta Airlines now operating a double-daily service to San Francisco and Los Angeles respectively over the 2023 Northern Winter season.

## Passenger recovery

December 2023 versus December 2019

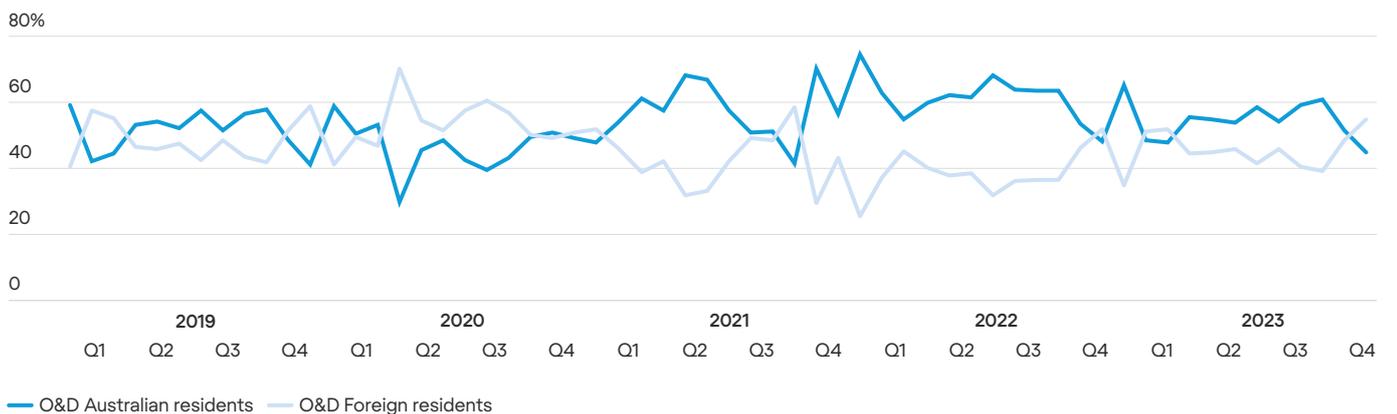




### Aussies love to travel

The number of Australians heading overseas grew steadily throughout the year, and by December 2023 the number of travellers on Australian passports grew beyond pre-COVID levels with more than 30.0m Australian residents travelling in 2023.

Australian residents v foreign residents travelling through Sydney Airport Jan 2019 to Dec 2023



## Operations

# A seamless customer experience

Re-establishing strong operational performance across the airport with a return to high service levels that deliver a seamless customer experience.

## Faster security processing times

In 2023, we implemented a range of initiatives to improve the customer experience.

We focused on improving our security screening throughput, ensuring passengers could make their way through security quicker.

This included improving the customer service standards across the frontline assistance team, as well as implementing clearer messaging at screening points to support passengers through the process.

**Throughout December, 100 per cent of domestic passengers and 99.3 per cent of international passengers passed through security in less than 10 minutes.**

## A better experience at the kerb

During the year, additional kerbside management staff were deployed across the airport to improve traffic flows and reduce travel times into the precinct.

At the T1 international terminal, additional drop-off options significantly improved performance, particularly during the school holidays periods. The drop-off arrangement was implemented at the start of the July school holiday period during the morning peaks to divert traffic to an arrivals level drop-off, providing capacity for an additional 200 vehicles per hour. When combined with T1 departures drop-off, we achieved a total vehicle throughput of over 1,200 vehicles per hour, which was an increase from 1,050 vehicles per hour during the previous holiday peak period in April. Further operational improvements delivered throughput of up to 1,500 vehicles per hour in December 2023.

Improvements to terminal access coincided with the opening of stage three of the new Sydney Gateway, which means motorists coming to the domestic terminals from the south west can bypass the O'Riordan Street intersection. As part of this, we successfully integrated the new traffic flow arrangements with minimal impact to customers.

Making these improvements to our kerbside management means passengers are now accessing the terminals without significant delays, particularly at peak travel periods, and drop-offs at the domestic terminals are now occurring within 10 minutes of vehicles entering the precinct.

## Seamless journey between terminals

In 2023, we refreshed our fleet of transfer buses, known as the TBus, which transport passengers between the T1 international terminal and the T2 and T3 domestic terminals. A new design harnessing the Sydney Airport brand 'SYD' was developed and the buses were re-skinned, increasing visibility of the buses across the precinct.

The TBus runs every 15 minutes between terminals, and during the morning peaks in busy months, such as December, an extra bus is added to the schedule to accommodate the increase in passenger volumes, delivering a positive customer experience and enhancing operational performance across the precinct.

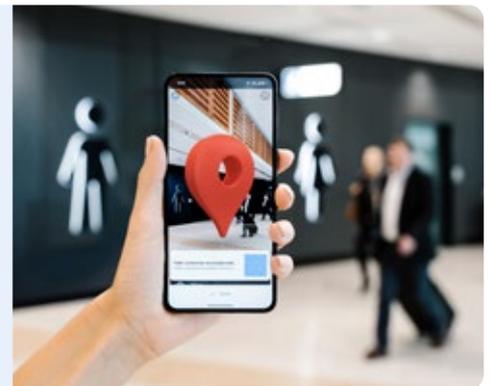
As part of the enhanced wayfinding of the T1 international terminal forecourt, the TBus also now drops off and picks up from a more centralised location that is easier for passengers to find.





### Augmented reality assisting passengers inside the terminal

In November, we launched a first for an Australian airport by announcing Google Maps Indoor Live View would be available across both the T1 international terminal and the T2 and T3 domestic terminals. The augmented reality feature on Google Maps is designed to help passengers find gates, baggage claim, retail outlets, dining options, restrooms, and ATMs. Visitors can also select the 'wheelchair accessible' preference to find wheelchair, pram and suitcase friendly paths. They can also turn on audio navigation prompts in addition to visual cues, providing passengers facing language barriers and accessibility needs with greater independence when making their way through the terminal.



## Enhancing the in-terminal experience

In 2023, we continued to harness real-time data to inform operations and enhance the customer experience. We worked closely with airline partners to trial an early check-in for international passengers responding to external research that found 56 per cent of passengers arrived at the airport between three and five hours before airline check-in opens and were waiting in the departures hall.

We partnered with six airlines during the trial which ran from August to October 2023, allowing passengers to check in up to five hours early for their scheduled departure. The extra time allowed passengers to make their way through security earlier, and shop and relax.

We also invested in additional infrastructure to improve efficiency for passengers. Six new lanes of CT X-rays were installed at the T1 international terminal main screening area and new lane furniture was installed at T2 domestic terminal main screening area providing additional space for passengers to be processed, and enhancing the throughput and experience.

We continued to work closely with Australian Border Force to identify ways to improve the inbound customer experience. This included scheduled improvements to the automated SmartGate system on arrival, upgrading the 'Generation 3' technology for touch-and-go passport lanes.

Upgrades have sped up processing times and allowed for the creation of a dedicated accessible self-service kiosk for wheelchair users.

The Generation 3 SmartGates with enhanced biometrics will mean more passengers will be able to make their way through the self-service process, delivering a better experience as travellers arrive into Sydney. Works are scheduled to be complete by mid-2024.

In 2023, we introduced an incentive program aimed at speeding up the delivery of bags.

The program involved the creation of a \$250,000 monthly pool to be shared amongst ground handling companies that delivered bags to carousels faster at baggage reclaim in the T1 international terminal.

Our long-term goal is to ensure no passenger waits more than 10 minutes at a baggage carousel and to bring down connection times for transferring passengers between international and domestic terminals to 60 minutes.

## Retail, property and hotels

# Delivering strong performance



The commercial business delivered strong performance with new retail, food and dining and greater range of parking options delivering more choice and convenience.

## Elevating the range

In 2023, our commercial businesses delivered strong performance across the portfolio with a total revenue of \$709.2m.

Strong passenger recovery and the opening of new and contemporary retail, food and dining options, contributed to an increase of 56 per cent in retail revenue on 2022 figures.

The introduction of new, short-to-long-term parking products and improved ground access options enhanced the customer experience and underpinned strong performance in parking and ground transport.

Our hotel occupancy rates were 82 per cent for the year, an increase of 45 per cent on 2022 figures which is commensurate with the strong return of domestic and international travel.

Our property portfolio performed well, with 94.6 per cent occupancy due to the demand from ground handlers and other aviation support providers for industrial sites and offices in line with international airline recovery.



### Luxury precinct complete with Cartier

In September 2023, the luxury precinct at the T1 international terminal was completed with the arrival of its twentieth world renowned brand, Cartier.

Delivering an Australian airport first, the Cartier boutique spans 170 sqm providing customers with the full range of Cartier's iconic luxury collections.

The arrival of Cartier completes the stunning 2,900 sqm streetscape of the SYD X shopping precinct, which boasts the largest collection of luxury brands in Australia, including Louis Vuitton, Hermès, Dior, Gucci, Prada, Saint Laurent, Bottega, Celine and Loewe.

International travellers can now shop a wider range of global luxury brands within one seamless streetscape, delivering a truly unique experience and reaffirming our position on the world stage.



### Renowned Australian chef joins the airport

We were thrilled to welcome the culinary expertise of renowned Australian chef and restaurateur, Luke Mangan, as he launched his new restaurant concept 'Luke's Bistro & Bar' at the T3 domestic terminal.

Open all day, Luke's Bistro & Bar accommodates 200 diners, and

passengers can now enjoy a full seafood bar, shared plates, family favourites and a comprehensive set of classic cocktails and drinks with a signature Luke Mangan twist.

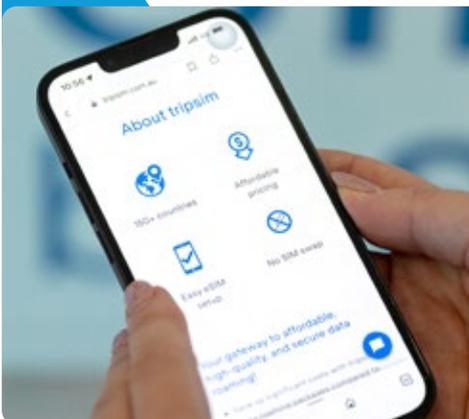
The new offering reflects the quality and diversity of Sydney's rich food scene and comes as part of a wider remix to deliver contemporary food and beverage offerings across all three terminals.

### Australia's first domestic airport department store opens

In an Australian first, Heinemann Tax & Duty Free unveiled its new department stores at the T2 and T3 domestic terminals, delivering a step-change in the domestic shopping experience for travellers.

The new stores span across more than 2,270 sqm at both terminals and customers can now enjoy a full suite of fashion, accessories, watches, jewellery, perfumes, cosmetics, skincare, confectionery, wines, and spirits.

Providing additional convenience, Heinemann Tax & Duty Free is planning to offer click-and-collect and home delivery as part of the wider offering for domestic travellers.



### TripSIM

We launched TripSim, our first digital, direct-to-consumer product providing customers with affordable data bundles for over 150 countries without the need to swap out a physical SIM card or change phone numbers.

The new offering provides greater choice to customers, helping combat international data roaming 'bill shock' and can be used in popular holiday destinations like New Zealand, Bali, Europe and the U.S.

We were awarded the 2023 National Airport Industry - Innovation Award, as well as the 2023 Transform NSW – Best Naming Strategy and Best Development of a New Brand Within an Existing Portfolio.

## Parking and ground transport

# Meeting customer demand

The car parking portfolio delivered strong performance in 2023, despite the P1 car park being closed, 25 per cent less capacity at the domestic terminals, and 10 per cent fewer passengers.

By reviewing configurations and introducing new parking products, we delivered a better experience for customers.

In December 2022, the 54-year-old P1 domestic car park was closed. The car park is being demolished and redeveloped, with the project to be used as a catalyst for improving the experience for customers and operators in the domestic terminal precinct. To fulfill customer demand and accommodate the 1,400 car spaces lost due to the closure of the P1 car park, we launched two new parking products –

T2 Pre-Book Valet and T2 Premium Valet. Both products addressed the business challenge of the P1 car park closure by providing customers with competitive valet options at the terminal door.

Customers can now pre-book their valet experience, while a more premium, drive-up T2 valet option delivers a seamless drop off with a 30 second walk to the terminal doors. Both options have been welcomed by passengers, in particular leisure travellers who have been one of the most frequent users of the valet products since their launch.





At the T1 international terminal P7 car park, we launched a digitised wayfinding board to improve traffic flow within the car park, highlighting available spaces on each level. This has resulted in a reduction in circulation within the car park, improving the customer experience.

In line with shifting preferences on modes of transport, we also announced a new kerbside pickup zone for Uber at the T3 domestic terminal, providing greater accessibility for rideshare customers and alleviating congestion within the Priority Pickup area by an expected 35 per cent. We will continue to review future opportunities to further enhance the rideshare experience within the domestic precinct.

### Sydney Gateway taking shape

In 2023, significant milestones were achieved in the construction of Sydney Gateway, including the completion of 19 bridge structures, the excavation of over 240,000m<sup>3</sup> of soil as part of the new Airport Drive road construction, and the completion of a flyover bridge into the domestic precinct.

Named after aviation trailblazer Deborah Lawrie and opened to traffic in November 2023, the new flyover bridge into the domestic precinct consists of 100 per cent Australian steel curved beams, each approximately 55 m long and weighing around 90 tonnes.

The first of two twin arch bridges over the Alexandra Canal also opened to traffic in November 2023, with the second arch scheduled to open in May 2024. The Sydney Gateway project is scheduled for completion in late 2024.



## Sustainability

# Planning for the future

Prioritising sustainable business strategies and practises is key to our long-term success and the delivery of our purpose: to make Sydney proud every day.



## 2023 performance highlights

Achieved

**Sustainability  
Linked Loan and  
Bond discounts<sup>1</sup>**

Increased

**paid parental leave  
to 26 weeks**  
(^ from 18 weeks)

**22.3 hours  
of training delivered  
per employee<sup>2</sup>**  
(^ from 19.2 hours in 2022)

**A renewable Power Purchase Agreement (PPA)  
has been contracted for the equivalent of 100% of  
Sydney Airport's electricity supply**

Effective 1 January 2025<sup>3</sup>

**78% employee  
engagement score**  
(^ 3% from 2022)

**\$2.23m spent on  
social and Indigenous  
procurement**  
(^ 24% from 2022)<sup>4</sup>

**Hidden Disabilities  
Sunflower program  
launched in partnership with  
Autism Spectrum Australia**

**Climate risk governance  
strengthened**  
with 96 transition and adaptation  
actions identified



1. In 2018, Sydney Airport secured a syndicated (multi-bank) Sustainability Linked Loan (SLL) that establishes a direct two-way link between our sustainability performance and funding costs, where rates decrease or increase depending on our sustainability performance over time as measured by Sustainalytics ESG risk rating assessment. Our debt commitments for this SLL were again met in 2023.
2. 22.3 average training hours delivered per Sydney Airport employee in 2023.
3. Achieving 100% renewable electricity by 2025 through onsite solar PV and procurement of renewable electricity with large-scale generation certificates which match/offset our consumption.
4. In 2023, we expanded our definition of Social and Indigenous procurement, which was "direct procurement with Social Traders certified enterprises, Supply Nation certified organisations and an Australian Charities and Not-for-profits Commission registered organisation with the intention of the purchase being the supply of goods or services" to also include "direct spend with BCorp certified organisations." This decision was made to ensure we capture all of our social and Indigenous procurement spend. Our 2022 spend has been recalculated and restated under this new definition to reflect this.



Sustainability is integral to our business, and we are committed to creating a sustainable future for our customers, people, partners and communities.

The implementation of our 2022-2024 Sustainability Strategy focused on three strategic pillars: responsible business, planning for the future, and supporting our people and communities.

In 2023, we continued to implement projects and procedures to improve our sustainability performance.

### 2022-2024 sustainability targets

Responsible business	Planning for the future	Supporting our people and communities
<div data-bbox="296 824 400 927"></div> <p><b>Safety</b> Zero class 1<sup>1</sup> injuries for employees and contractors</p> <p>95% of people leaders complete at least one high-quality health, safety and wellbeing engagement per quarter</p>	<div data-bbox="767 824 871 927"></div> <p><b>Resilience</b> 50% reduction in Scope 3 emissions from airport ground operations by 2025<sup>3,4</sup></p> <p>Min. 5-star Green Star new buildings</p> <p>Support 10% sustainable aviation fuel globally by 2030<sup>5</sup></p>	<div data-bbox="1238 824 1342 927"></div> <p><b>People</b> 40   40   20 gender balance across SYD's leadership and overall<sup>7</sup></p> <p>≥80% employee engagement</p> <p>≥15 training hours per employee p.a.</p>
<div data-bbox="296 1303 400 1406"></div> <p><b>Environment</b> Net zero by 2030 for Scope 1 and Scope 2 emissions</p> <p>100% renewable electricity by 2025</p> <p>YoY<sup>2</sup> reduction in emissions/m<sup>2</sup> and potable water use</p> <p>YoY<sup>2</sup> reduction in waste to landfill</p>	<div data-bbox="767 1303 871 1406"></div> <p><b>Customer Experience</b> ≥4.5 out of 5 average customer satisfaction score<sup>6</sup></p>	<div data-bbox="1238 1303 1342 1406"></div> <p><b>Community</b> 10% YoY increase contribution in community value<sup>8</sup></p> <p>10% YoY increase in spend with social and Indigenous enterprises</p>

1. Injury or illness which results in a fatality, total permanent disability or permanent partial disability.  
 2. Year on year, 2019 baseline.  
 3. Airport ground operations covers emissions from third party energy use, ground service equipment, Auxiliary Power Units (APU), waste, engine testing and fire training.  
 4. 2019 baseline.  
 5. Sydney Airport is a signatory to, and supporter of, the Clean Skies for Tomorrow Coalition, which has set an ambitious target to achieve 10% sustainable aviation fuel (as a % of total global aviation fuel demand) by 2030.  
 6. Calculated ACI's Service Quality survey metrics.  
 7. 40 per cent male, 40 per cent female, 20 per cent either gender, aligned to Workplace Gender Equality Agency (WGEA).  
 8. As measured and verified by Business For Societal Impact.

## Sustainability

## Safety



To ensure everyone at Sydney Airport goes home safe and well, we encourage everyone at the airport to report all hazards, near misses and incidents. In 2023, we refreshed the processes for learning and revised our approach to safety governance forums to improve the way we review high-potential incidents, focusing on potential consequences.

### Supporting mental health and building resilience

We continue to support the mental health and wellbeing of our people. Our 2023 Health and Wellbeing program provided subsidies for employees to invest in their wellbeing, access to Employee Assistance Program (EAP) services, and provision for employees to take up to three wellbeing days a year.

Our team of accredited mental health first aiders continued to grow this year, bringing our total to 67 employees trained in mental health first aid, equating to 12 per cent of our employees.

### Injury performance

Our Total Recordable Injury Frequency Rate (TRIFR) for Sydney Airport employees reduced to 6.7 in 2023 (down from 12.6 in 2022) and our employee Lost Time Injury Frequency Rate (LTIFR) reduced to 3.3 (down from 6.3 in 2022). This reflects eight recordable injuries in total in 2023, which is an improvement from 12 recordable injuries in 2022.

In 2023, the passenger incident rate reduced to 1.16, down from 1.23 in 2022.<sup>1</sup>

### Engaging with our airport community

Given the collaborative nature of airport operations involving various partners, we are intensifying efforts to enhance safety awareness and practices. To this end, we launched a revamped induction program, Airside Aware and Terminal Aware, during Airport Safety Month in October. This online program, reaching over 15,000 workers including contractors and stakeholders, aims to provide consistent understanding of airport risks and controls across the entire airport community.

Airport Safety Month was a key initiative on the airport calendar in 2023, as we celebrated National Safe Work Month and Airport Safety Week, in the month of October. We finished the month with the inaugural Home Safe and Well Open Day, which encouraged airport workers to bring their families to the airport to experience firsthand how our airport safety practices ensure their loved ones go home safe and well each day.

We added new events this year to Airport Safety Month, including a 'walk in their shoes' day, where many of our leaders were able to get out to the frontline with our workforce as well as our stakeholders to experience operations.

We also facilitated a wetland planting program for staff for World Mental Health Day and held a formal gathering to recognize the winners of the SYD Safety Recognition Program.

Safety Recognition was introduced in 2023 for our people and the airport community. The program provides recognition for individuals and teams for contributing positively to our safety culture, with an awards ceremony and prizes drawn during Airport Safety Month.

1. Incident rate calculated per 100,000 passengers.

## Safety and wellbeing

Year	Hours worked <sup>1</sup>	Fatalities	Class 1 injuries <sup>2</sup>	TRIFR <sup>3</sup>	Passenger injury rate	Training hours per person	% of compliance with HSW engagement	Aviation safety hours <sup>4</sup>
2021	703,593	0	0	12.9	1.0	16.20	96%	8,170
2022	956,089	0	0	12.6	1.2	19.13	100%	16,370
2023	1,197,713	0	0	6.7	1.2	22.28	99%	23,276
<b>Target</b>	<b>N/A</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>N/A</b>	<b>15</b>	<b>95%</b>	<b>N/A</b>

## Environment

### Improving climate resilience

As Australia's major gateway airport, we recognise that we serve as an essential piece of regional and national infrastructure supporting our communities' mobility and economic growth.

Our operations deliver high levels of availability, reliability and resilience, and we recognise that climate change has the potential to affect our business through physical and transition risks.

We are committed to improving the resilience of Sydney Airport to the current and emerging physical and transition risks posed by climate change, ensuring continued operations and growth.

Our emissions/m<sup>2</sup> target was not achieved in 2023 (an increase of 1%) due to a reduction in overall square meterage resulting from the P1 carpark closure. However, we achieved a 6% reduction in total Scope 1 and 2 emissions in 2023, compared to 2022.

We remain committed to achieving net zero Scope 1 and 2 emissions by 2030 (Scope 1 and 2 emissions accounted for 13 per cent of our total carbon footprint in 2023), and in 2023 we made significant progress on a number of key initiatives that form part of our Net Zero 2030 Roadmap. This includes the delivery of several energy efficiency initiatives, which in total are anticipated to deliver ~7.6Mwh of annual energy savings per year and an estimated annual emissions reduction of ~6,000 tCo2e.

We also secured a Power Purchase Agreement (PPA) which will supply the equivalent of 100 per cent renewable electricity into the precinct, effective 1 January 2025.

In 2023, we introduced a new sustainability sponsorship structure to provide clarity on ownership of the various sustainability and climate risk workstreams and initiatives that are in place across the organisation to support our climate risk management.

We are proud to be a global leading airport in sustainability, as recognised by Sustainalytics, who have ranked Sydney Airport #1 in the airport sub-category globally for the second year in a row.

### Water

Total water consumption (inclusive of recycled water) in 2023 was 628,496 KL. This is an increase of 6 per cent from 2022, primarily driven by a 33 per cent increase in passenger numbers compared to 2022.

Whilst total water consumption increased, water consumption intensity, as a measure of water consumption per passenger (L/pax), improved by around 20 per cent YoY, reducing from 20.3L /pax in 2022 to 16.3L/pax in 2023. Several water efficiency initiatives, including water saving flushes and taps and dual plumbing installed in the airport's bathrooms, have contributed to this improvement.

Throughout 2023, we continued to utilise our onsite water treatment plant at the T1 international terminal to treat wastewater from the terminal for re-use across the precinct. A total of 196,839 KL of water was recycled and consumed through the plant, representing 31 per cent of the total water consumed across the airport precinct.

### Waste

In 2023, 5,830 tonnes of waste was generated, with 935 tonnes recycled and diverted from landfill. Our recycling rate was 22 per cent (exclusive of biosecurity waste).

Waste intensity, as a measure of total waste per passenger (kg/pax), has remained stable at 0.15 kg/pax across 2022 and 2023.

For further details on Sydney Airport's sustainability and environment performance, please refer to our 2023 Sustainability Report and 2023 Response to the Taskforce on Climate-Related Financial Disclosures (TCFD).

1. Hours worked includes staff and inhouse contract roles.

2. Injury or illness which results in a fatality, total permanent disability or permanent partial disability.

3. TRIFR is the combined sum of all employee and contractor fatalities, Class 1 and Class 2 incidents. It equals the sum of all Lost Time Injuries, Medical Treatment Injuries and employee Restricted Work Cases.

4. Hours spent on the airfield monitoring safety compliance.

## Sustainability

## Our people



## 2023 performance highlights

78%

employee engagement score

(▲ 3% from 2022)

\$2.23m<sup>1</sup>

spent on social and Indigenous procurement

(▲ 24% from 2022)

26 weeks

paid parental leave

(▲ from 18 weeks)

In 2023, we focused on our employee engagement and enhancing policies and programs that have a meaningful impact on our people.

Through the development process, the ability to make an impact, pride in the history of the asset, and the ability to work with a broad range of subject matter experts, were identified by our people as what they enjoy most about their careers at Sydney Airport.

We launched our Respect@SYD training program in partnership with THINK ABOUT iT to over 400 team members. This interactive training discusses social, moral, and interpersonal issues.

Our 2023 engagement score was 78 per cent, with a participation rate of 88 per cent. This is an increase of three per cent on the 2022 result.

The program was specifically designed for Sydney Airport and aimed to ensure all team members are aware of behavioural expectations while at Sydney Airport, how to raise issues and seek support, and what to do as a bystander.

We continue to remain committed to achieving our 2022-2024 target of 40 | 40 | 20 gender balance<sup>2</sup> across Sydney Airport's leadership and overall.

In 2023, we achieved our target for leadership, with 45 per cent female representation in management roles, while women in our workforce was 37 per cent. This was primarily driven by a higher portion of new hires in design and development roles, which are historically male dominated roles.



1. In 2023, we expanded our definition of social and Indigenous procurement, which was "direct procurement with Social Traders certified enterprises, Supply Nation certified organisations and an Australian Charities and Not-for-profits Commission registered organisation with the intention of the purchase being the supply of goods or services" to include direct spend with BCorp certified organisations. This decision was made to ensure we wholly and accurately capture all our social and indigenous procurement spend. Our 2022 spend has been recalculated and restated under this new definition.

2. 40 per cent male, 40 per cent female, 20 per cent either gender, aligned to Workplace Gender Equality Agency (WGEA).



During the year, our return from parental leave rate (team members who stay with Sydney Airport for at least one year post their parental leave) remained high at around 90 per cent.

Gender pay equity remains a strong focus. Our overall gender pay gap was 11.2 per cent for 2023, and through our constant efforts we are pleased to maintain zero pay gaps for 'like-for-like' roles.

In 2023, we were again accredited a Family Inclusive Workplace by Family Friendly Workplaces, which is a joint initiative led by United Nations Children's Fund (UNICEF) Australia and Parents At Work. This accreditation is awarded to best in class organisations for family friendly work practices.

### Improvements to paid parental leave

In 2023, we increased paid parental leave for all employees from 18 to 26 weeks.

In recognition that parenting is a shared responsibility, employees of any gender can now take paid parental leave anytime within the first two years of a child's life.

We will also continue to pay superannuation for the full duration of paid and unpaid parental leave.

The airport has also introduced four weeks paid leave for surrogate, foster, or kinship carers, reflecting that no two families' journeys are the same.

For any employee who experiences the tragic loss of a child through stillbirth, up to 26 weeks of paid parental leave is now available, and four weeks paid leave for employees who suffer a miscarriage.

The number of paid domestic and family abuse leave days have also been increased from five to 10, with the opportunity for staff to apply for additional paid leave.

1. Per the WGEA reporting guidance, 'like-for-like' pay gaps are defined as "pay gaps between women and men undertaking work of equal or comparable value (comparing jobs at the same performance standard), for example, comparing two senior engineers in the same organisation".

## Sustainability

## Customer experience

## An inclusive and accessible airport experience

**Hidden Disabilities Sunflower grows at Sydney Airport**

This year, we continued to focus on improving the airport experience for passengers with hidden (invisible) disabilities, officially launching the Hidden Disabilities Sunflower program in March and strengthening our partnership with Autism Spectrum Australia.

Wearing a sunflower lanyard at Sydney Airport enables our staff to recognise that someone may require assistance as they make their way through the airport, thereby creating a more inclusive and accessible space for all.

As passenger numbers continued to recover towards pre-pandemic levels, educating our airport community on hidden disabilities has never been so important. In 2023, we continued with our Hidden Disabilities training program online and face-to-face, training more than 210 internal staff and over 215 external stakeholders, marking a significant uptake in training across the precinct. Representation was across a broad range of stakeholders including Australian Federal Police, Australian Border Force, Certis, retailers, ground handlers and airlines.

Airlines and service providers are now proactively engaging with the program, building skills and awareness to create a seamless end-to-end journey. Customer feedback indicates the program has been effective in creating a safe space and seamless journey for those with accessibility needs.

The training program was supported by local and terminal activations, bringing education and awareness to our airport partners and customers alike.

**Celebrating with the world**

In July, we welcomed international and domestic visitors and athletes to kick off the FIFA Women's World Cup, hosted by Australia and New Zealand. The tournament gathered over 16,000 visitors to Sydney and delivered record-breaking sports crowds to NSW. Matildas fever was running high across the nation, and Sydney Airport was no exception.

We went to new heights to get behind our national women's team, painting words of encouragement that could be seen from the sky and branding key assets with FIFA-frenzy.

Partnering with Destination NSW (DNSW), the FIFA Women's World Cup's key theme 'Beyond Greatness' and World Cup colours were on display throughout the terminals. At the T1 international terminal we created the Beyond Greatness meeting point that showed the event leaderboard and was a DNSW fan guide pick-up point. We even gave our terminal transfer buses some FIFA love.

We also rolled out the red carpet and provided warm welcomes when the Matildas flew through T3 domestic terminal ahead of key matches, with hundreds of fans turning up to cheer on their heroes.



## Deborah Lawrie Flyover

In November 2023, Sydney Airport was proud to name the new flyover into the domestic terminal precinct after aviation trailblazer, Deborah Lawrie AM. Deborah Lawrie was the first woman in Australia to become a pilot for a commercial airline, after a ground-breaking legal battle.

Despite being qualified, Deborah Lawrie's applications to be a pilot were repeatedly rejected due to her gender. In 1979, she won Australia's first successful High Court sex discrimination case for employment, a decision that paved the way for women to get equal rights in workplaces across the country.

Deborah Lawrie made history on 22 January 1980 when she co-piloted an Ansett flight from Alice Springs to Darwin. The Deborah Lawrie Flyover has been named in recognition of her significant service to aviation and her advocacy for gender equality.

The flyover is part of the NSW Government's \$2.6 billion Sydney Gateway project to improve traffic flow and reduce travel times.



## Sustainability

## Community



2023 performance highlights

**\$2.82m**

of community investment

(▲ from \$2.4m in 2021)

**\$2.23m<sup>1</sup>**

worth of social and Indigenous procurement

**685**

hours

in employee volunteering

**Social impact and community investment**

Our social impact strategy is connected to our overall purpose, which is to make Sydney proud every day by focusing on three pillars: people, procurement and partners.

Aligning with our Sustainability Strategy, we strategically support and tangibly connect with organisations and partners to achieve purpose led initiatives that have positive impacts on the community.

A key target in our 2022-2024 Sustainability Strategy is to increase our community investment by 10 percent year-on-year.

In 2023, we exceeded this target with \$2.82m of community investment as verified by Business for Societal Impact (B4SI), a 25 per cent increase on 2022. This includes cash, time, in-kind donations, and management costs.

As part of this investment our people volunteered a total of 685 hours across a wide variety of organisations including the Dandelion Support Network, The Freedom Hub and the Raise Foundation.

**Diverting our spend for good**

Our commitment to driving broader social change through spending initiatives was a key priority in 2023, which is reflected in the significant increase in purpose-led procurement.

We spent a total of \$2.23m on social and Indigenous procurement, as verified by KPMG, a 24 per cent increase on 2022<sup>1</sup>.

Diverting our spend resulted in positive impacts across the community including employment and financial care for modern slavery survivors, paid employment for people with a disability and preventative mental health initiatives.

In 2023, we also facilitated additional contributions to our community from our customers and our people to the value of \$143,000 which is referred to as leverage in the B4SI framework.



1. In 2023, we expanded our definition of social and Indigenous procurement, which was "direct procurement with Social Traders certified enterprises, Supply Nation certified organisations and an Australian Charities and Not-for-profits Commission registered organisation with the intention of the purchase being the supply of goods or services" to include direct spend with BCorp certified organisations. This decision was made to ensure we wholly and accurately capture all our social and indigenous procurement spend. Our 2022 spend has been recalculated and restated under this new definition.



## Supporting future aviation leaders

We continue to invest in the next generation of aviation leaders through our partnership with the University of New South Wales (UNSW). In 2023, the Trevor Gerber SYD100 Scholarship was awarded to Timothy Walker, a proud Indigenous man from the Dharug people of the Hawkesbury region.

“Being able to study at university and be an open proud Indigenous man is incredibly important when so many of my ancestors, even my grandma, were never able to share their Indigenous identity out of fear. It shows that no matter what background or heritage you come from, anything is possible, especially for First Nations individuals.” Timothy said.

We first introduced the Trevor Gerber SYD100 scholarship in 2020, to support under-represented groups in the aviation industry, including people with diverse cultural and socio-economic backgrounds, women and Indigenous students.

### Sydney Airport – Bayside Council Community and Environmental Projects Fund

We continued to work closely with Bayside Council to progress local community projects being funded by Sydney Airport under the joint Sydney Airport – Bayside Council Community and Environmental Projects fund. Created in 2018, SYD has to date allocated nearly \$6.5m to the fund, with a further \$1.3m planned for FY 2024/25.

Our funding will support the Council’s substantial upgrade of the Botany Aquatic Centre. This will incorporate an integrated family and water play area with an aviation theme. The upgrade should be completed by 2025.

We also provided \$200,000 funding to support tree planting in the Sir Joseph Banks Park. This greening initiative will increase tree canopy in the local area. The initiative sees 150 mature trees planted, all native, locally endemic species that will provide habitat for wildlife and educational opportunities for children visiting the park. This project was completed in 2023.

In 2023, we also agreed to partially fund Bayside Council’s new purpose-built cycling (or ‘pump’) track, also in Sir Joseph Banks Park. As part of the project, there will be a new aviation ‘plane spotting’ platform provided.

In 2023, Sydney Airport and Bayside Council agreed to amend the Memorandum of Understanding (MOU) for the Joint Community and Environmental Projects Fund to ensure that specific consideration will be given to future projects that deliver and/or facilitate the following:

- consultation with traditional custodians of the relevant area in the project planning phase
- engagement of Indigenous-owned businesses during the project delivery phase
- Indigenous employment opportunities during project delivery and implementation phases

## Sustainability

## Community



### Enriching our Indigenous connection

Our long-standing partnership with the Gujaga Foundation continued in 2023, strengthening our ties with our local La Perouse Aboriginal community.

The Gujaga Foundation held six cultural awareness training courses throughout the year to help our people better understand the spirituality and foundational Aboriginal cultures of NSW while increasing their understanding of kinship.

During Reconciliation Week, our people joined Aunty Maxine and Aunty Lola, Elders from our local La Perouse Indigenous community, for an interactive Indigenous arts and crafts session. While sharing their love and knowledge of Aboriginal arts and crafts, the Aunties also shared stories about their own lives and opened up discussions on how each of us can contribute to achieving reconciliation in Australia.

We welcomed our first Indigenous apprentices in 2022 and this year they completed their second year of learning practical skills as part of their TAFE certification. One of the young apprentices has now completed his training and earned his NSW Electrical License and Sydney Airport was delighted to offer him a full-time role within the airport's baggage team starting in 2024.



## Bringing Country back to Wetlands

In 2023, we continued our partnership with Wildflower, Gardens for Good Inc. (Wildflower), commissioning additional bush regeneration works at the Sydney Airport Wetlands.

Wildflower is an indigenous-led not-for-profit social enterprise that specialises in premium sustainable horticulture, landscape and ecology services to businesses and government clients, including ecological restoration projects.

Wildflower provide safe, meaningful employment to First Nations people, many of whom face significant and complex barriers to employment.

In 2023, Wildflower undertook 853 hours of bush regeneration work. The works included removing noxious Weeds of National Significance (WoNS), planting more than 780 native species in the endemic area, and collecting native seeds for propagation within the wetlands' riparian zone.

The information sharing between the organisations has boosted community engagement by providing staff with a connection to the environment and further broadening the employment prospects of at-risk young people.

In May 2023, the project received a \$50,000 community grant from IFM Investors, one of Sydney Airport's owner groups, which demonstrated top-down support of the project. The grant went directly to Wildflower to further fund bush regeneration works at the wetlands.

In August 2023, the project also won the Heritage, Culture and Community Spirit Award in the 2023 Keep Australia Beautiful NSW Sustainable Cities Awards.

The bush regeneration works are vitally important to biodiversity in the area. The wetlands are home to some threatened species of birds and reptiles. By removing weeds and restoring native ecological communities, threatened species have the opportunity to thrive.



## Engagement with our local community

This year, we continued to build strong links with our local community.

The Sydney Airport Community Forum (SACF), which the Australian Government convenes, met three times in 2023. SACF comprises state and federal Members of Parliament representing electorates in the vicinity of Sydney Airport as well as local mayors and other community representatives. As a member of SACF, we provide regular updates on relevant airport-related matters including ground transport and other development plans as well as aircraft noise and other environmental issues.

We engage separately with the local community about development or other projects at the airport that temporarily change the pattern of aircraft noise in areas around the airport. For example, due to essential maintenance work being undertaken on the main north-south runway, the limited numbers of overnight freight and other aircraft allowed to operate during the curfew must instead operate from the parallel north-south runway. We distribute community notices to affected local communities in advance to advise them that there will be a temporary change in aircraft noise distribution.

We also engaged closely with the community as part of the South-East sector project. This project will see six new aircraft parking bays constructed, two new taxiways constructed and an existing taxiway extended in the airport's south-east sector. The \$169m project was originally approved by the Australian Government in 2019 but commencement was delayed due to the pandemic.

To ensure worker safety, use of both Runway 07/25 and 16R/34L have been affected at various stages of the project. This in turn changes the pattern of aircraft noise in areas around the airport. SACF was briefed on the noise implications of the project and around 250,000 households around the airport were letterboxed with a community notice, including Sydney Airport contact details should members of the public wish to obtain further information. The project will be completed in early 2025.

SYD