

SYD



Sustainability Report 2022

SYD



About this report

Sydney Aviation Alliance Holdings Pty Limited (SAAH) has reported with reference to the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) Standards for the period 1 January 2022 to 31 December 2022. All financial values are in Australian dollars. The Management Approach for each of our material issues can be found on our website. The UN Sustainable Development Goals guide our reporting of relevant global issues. KPMG has provided limited assurance over selected data sets within our 2022 Sustainability Report (see Limited Assurance Statement). We welcome feedback on our sustainability reporting and performance. Please email us at sustainability@syd.com.au.

Acknowledgement of Country

Sydney Airport acknowledges the Traditional Custodians of the lands, waterways and skyways where we work and in which we live. We pay respect to Elders, past, present and emerging, and recognise the continuation of cultural, spiritual and educational practices of First Nation peoples throughout Australia.



Frameworks

GRI

This report is prepared with reference to the Global Reporting Initiative Standards



This report aligns to the relevant SASB Standards

TCFD

Supporter of the Task Force on Climate-related Financial Disclosures and committed to disclosure under its reporting framework

WE SUPPORT



Since 2017, Sydney Airport has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, the environment, and anti-corruption



We track and measure community investments in line with the framework developed by Business for Societal Impact¹

1. Formerly London Benchmarking Group



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Chair and CEO message

The year travel returned

2022 was a remarkable year. Australia's border to the world opened, travel started to return, and the global aviation industry gradually rebuilt capacity and operational preparedness after several years of pandemic-related restrictions. We are proud to say that as Sydney Airport managed through these challenges, it never wavered on its commitment to sustainability.

The foundation of the airport's approach to sustainability rests on three strategic pillars; Responsible Business, Planning for the Future, and Supporting Our People and Communities. These guide our investment and activity and inform our sustainability targets. This is the 1st year of the airport's ambitious 2022-2024 targets, and we continue to make strong inroads in achieving them, as outlined in this report.

Responsible business

We take responsible business seriously and we are pleased to report that Sydney Airport's sustainability leadership continues to be recognised globally. Sustainalytics, an international leader in ESG ratings, ranked Sydney Airport as the top-performing airport globally in the airports industry sub-sector in 2022. This is a testament to our ongoing commitment to responsible business practices and sustainability.

The airport's leadership position is underpinned by a commitment to acting on climate change, and we are strongly focused on reducing our Scope 1 and 2 carbon emissions. This year we undertook several lighting upgrades across our terminals and car parks to reduce our Scope 2 emissions. We are also incorporating the more capital intensive measures of our Net Zero 2030 Roadmap into the Corporate Planning process, which will enable us to set annual targets and develop action plans to achieve our emissions reduction goals. In addition to reducing emissions, we are actively working to restore biodiversity around the airport, including the Sydney Airport Wetland restoration works, where we planted over 10,000 trees during 2022.

In line with our commitment to maintain our leadership position on sustainability, we engaged with the Department of Infrastructure regarding the form and structure of the proposed Australian Jet Zero Council. The airport's engagement on this initiative is a testament to our commitment to help influence a reduction in aviation emissions and the transition to Sustainable Aviation Fuels (SAF).

A core element of being a responsible business is making sure everyone goes home safe and well every day. Sydney Airport's new Health and Safety Strategy 2022-2024 and refreshed Health and Wellbeing Program reflect our commitment to promoting the safety and wellbeing of our people. We recognise that the post-pandemic world presents new challenges, and we are facing into that challenge by focusing on contractor management and delivering several initiatives to promote safety.

100 per cent of the airport's people leaders completed at least one high-quality health, safety, and wellbeing engagement per quarter in 2022, exceeding our target of 95 per cent. We will continue to prioritise the safety and wellbeing of our people as we move forward.

As part of Sydney Airport's responsible business practices, we are committed to addressing modern slavery risks and protecting our operations from cyber threats. To this end, we have updated our modern slavery statement and uplifted our cyber threat detection and response capability by onboarding a new partner. This has enabled us to ensure that detected events can be responded to on a 24/7 basis.

More detail on Sydney Airport's modern slavery risk identification and management can be found in our 2022 Modern Slavery Statement, available on our website.

Planning for the future

Looking ahead, we are committed to planning for the future and working to achieve our sustainability goals.

This year the airport's climate change scenarios were updated, a process which helped us gain further insights into Sydney Airport's climate change risks and opportunities over the medium to longer term. We also completed the second phase of a study to understand flood risks around the airport. This included flood mapping animations under different climate scenarios, a flood risk management and resilience plan, a flood planning development framework, and detailed modelling to quantify the tidal and storm surge impacts over a 100-year period.

You can read more about the airport's climate resilience planning in our 2022 Response to the recommendations of the Taskforce for Climate Related Financial Disclosures on our website.



David Gonski
Chair



Geoff Culbert
Chief Executive Officer

In terms of the immediate future, the Federal Government's review of the Sydney Airport Demand Management Scheme presents a once in a generation opportunity to enhance the efficiency of Sydney's airspace, and Sydney Airport has been a constructive contributor to this review. There are a range of existing technologies which, if implemented, would improve airspace efficiency, reduce aircraft fuel burn and carbon emissions, and deliver improved noise outcomes for local residents. We will continue to work with the Federal Government and advocate for technologies that will have a positive impact on the environment, and the quality of life of our local community.

Finally, Sydney Airport is proud to have worked with the NSW Government as they achieved significant milestones on the Sydney Gateway project, with the project passing the halfway point in 2022. When it opens in late 2024, the Sydney Gateway will transform access to Sydney Airport, providing traffic light-free access from the Blue Mountains to the terminals.

Supporting our people and communities

At Sydney Airport, we understand the importance of supporting our people and communities. We are proud to report that our employee engagement score, at 75%, is above pre-pandemic levels, and we are closing in on our gender balance target.

The airport was listed as one of the first 70 organisations in Australia to become a certified Family Inclusive Workplace™. This achievement demonstrates our commitment to embedding policies and practices that create a family inclusive workplace culture at Sydney Airport.

In 2022, Sydney Airport was ranked in the Equileap Top 100 companies for gender equality globally this year. We believe in creating an inclusive workplace that values diversity, and we will continue to work towards gender balance at all levels of our organisation.

Sydney Airport's commitment to the community is an essential part of its sustainability strategy, and we are proud to report that our community investment contribution almost doubled compared to 2021. The airport has been part of the social and economic fabric of Sydney for more than 100 years and we will continue to prioritise local community investment in our sustainability strategy.

We also recognise the importance of supporting Indigenous enterprise and service providers. Our T1 international terminal arrivals forecourt project is one example of our commitment to working with Indigenous partners to deliver an outcome that all Sydneysiders can be proud of. The project established an ongoing engagement with the local community and not only provided opportunity for Indigenous work pathways during construction, but also throughout the maintenance period.

Continuing our leadership

As the airport edges closer to 'business as usual', we are committed to upholding our sustainability commitments and making a positive impact on our industry, our community, and our planet.

We are proud to share Sydney Airport's achievements and ongoing initiatives with you and look forward to continuing to work towards a more sustainable future.

David Gonski
Chair

Geoff Culbert
Chief Executive Officer



Sustainability at Sydney Airport

Performance highlights



2022 WINNER

The Year in Infrastructure
and Going Digital Awards

Facilities, Campuses, & Cities

Achieved

Sustainability
Linked Loan and
Bond discounts

Maintained

Airport Carbon
Accreditation
Level 3 (optimisation)

Ranked

66thin the Equileap top 100
companies for gender
equality globally in 2022

Certified

Family Inclusive
Workplace™

100%

of people leaders completed
at least one high quality
health, safety and wellbeing
engagement per quarter7,287 LED lights
installedsaving over 3.5 gigawatts and
2,600 tCO₂e per annum

45.6%

waste recycling rate¹

Over

\$1.1 million

in social and Indigenous
enterprise spend
↑ from \$569,034 in 2021

1. Excludes quarantine waste, which cannot be recycled due to quarantine restrictions and requirements



Sustainability at Sydney Airport

Benchmark and ratings performance

In 2022, we continued to be recognised as sustainability leaders in our sector across a range of environmental, social and governance (ESG) ratings and benchmarks.

Ratings and benchmarks¹



Ranked 1st
globally in the Airports sub-industry sector, and as a top-rated global ESG Performer



S&P Global ESG Score 2022
64/100



Maintained Level 3
'Optimisation' Airport Carbon Accreditation



Listed as one of the first 70 organisations in Australia to become a certified Family Inclusive Workplace™



4★ for Master Plan 2039, the first for an airport

1. As at December 2022



Sustainability at Sydney Airport

About Sydney Airport



On 9 March 2022, Sydney Airport embarked on a new era of ownership when it was acquired by a consortium of institutional investors. Ultimately, Sydney Airport's new owners are made up of entities who represent millions of Australians through their superannuation and global infrastructure owners who bring significant experience and expertise to Sydney Airport.

Sydney Airport is wholly owned by these investors through the company Sydney Aviation Alliance Holdings Pty Limited (SAAH). This Sustainability Report has been prepared for and published by SAAH. SAAH and its subsidiary companies are collectively referred to as Sydney Airport.

Sydney Airport's headquarters are located in the Nigel Love Building, 10 Arrivals Court, Mascot, New South Wales, Australia. Refer to our website for information about our business operations and markets served.

Sustainability at Sydney Airport

Our approach to sustainability

Sustainability is integral to our business strategy, our long-term success, and the delivery of our purpose: to make Sydney proud every day.

The concept of sustainability is integrated across the pillars of Sydney Airport's business strategy and identified as a key enabler to its successful delivery. Our Sustainability Policy sets this direction, and is available on our website.

Sydney Airport's 2022-24 Sustainability Strategy supports the business strategy and is focused on three strategic pillars: responsible business, planning for the future, and supporting our people and communities.

This report reviews our 2022 sustainability performance, the first year of our 2022-24 Sustainability Strategy commitments. Our performance against these commitments is discussed throughout this report.

Increased industry participation

We participated in global, national, and local industry forums during 2022 to share and stay across best practice sustainability initiatives. During the year, Sydney Airport participated in the Inter-Airport Environment Forum of Australia and New Zealand, Airports Council International (ACI) Asia Pacific Regional Environment Committee, and Sustainable Aviation Fuels Alliance of Australia and New Zealand (SAFAANZ).

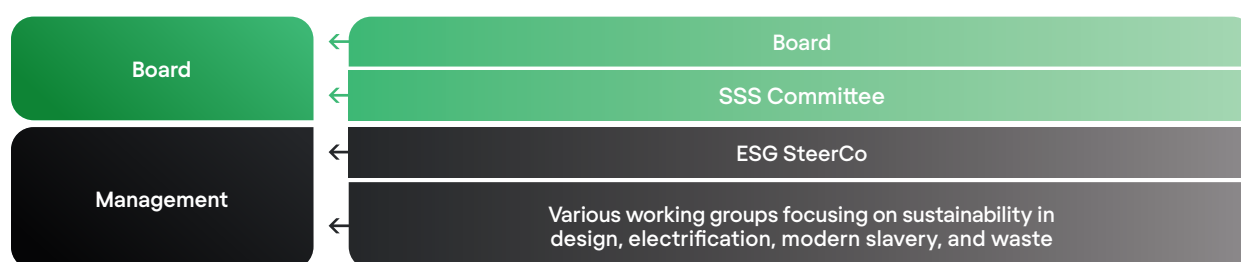
Sydney Airport CEO, Geoff Culbert, is now a member of the ACI World Governing Board and the Second Vice President of the ACI Asia-Pacific Regional Board and a member of Australian Border Force's Customs Advisory Board. He is also Chair of the Tourism, Transport, Freight and Logistics Group at the Business Council of Australia (BCA).

Increased sustainability governance

The Board's Safety, Security and Sustainability (SSS) Committee is responsible for overseeing and reviewing the effectiveness of Sydney Airport's policies, strategies, initiatives and systems in relation to sustainability performance and reporting. The first committee meeting under the new ownership structure occurred in April. Throughout the year, the SSS Committee met five times to assist the Board in overseeing sustainability performance and reporting.

This year, a new Environmental, Social and Governance (ESG) Steering Committee (SteerCo) was established by Management to oversee and provide direction to the business on Sydney Airport's sustainability strategy and targets. Various working groups support the ESG SteerCo across the business, which delivers the initiatives to achieve the sustainability strategy and targets.

Sydney Airport now has four levels of ESG governance.



2022-24 sustainability targets

Sydney Airport's sustainability targets, announced in our 2021 Sustainability Report, drive continued performance improvement in the focus areas of safety, environment, resilience, customer experience, people, and community. These targets were informed by Sydney Airport's survey of material sustainability issues for stakeholders, align with our values, and contribute to the fulfillment of the United Nations Sustainable Development Goals (UN SDGs).

Contributing to the United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (UN SDGs) seek to address the most significant challenges our world is facing today. Our sustainability targets directly contribute to the achievement of six UN SDGs. Details on what this means in the context of our airport is referenced throughout this report and available on our website.

Sydney Airport became a signatory to the United Nations Global Compact in 2017 and remains committed to this initiative and its principles.



Sustainability at Sydney Airport

Global trends

Aviation demand is recovering post-pandemic, with sustainable aviation coming into sharper focus.

Aviation recovery post-pandemic

The recovery of the aviation industry is underway. In December 2022, the International Air Transport Association (IATA) announced that international passenger recovery rates reached 62.2 per cent of 2019 levels, and domestic reached 79.6 per cent of 2019 levels.

Meanwhile, Sydney Airport's international passenger recovery rate reached 72 per cent and domestic 82 per cent in December 2022, in comparison to 2019 levels. With China's borders open, recovery continues although this may be hampered by aircraft availability, industry resourcing issues, and recession concerns.

Pathway to net zero

The push towards a net zero future by governments and businesses worldwide continues.

During 2021, Airports Council International (ACI) member airports committed to net carbon emissions by 2050, and to date there are approximately 300 airports worldwide that have committed to a net zero goal.

In June 2022, the Australian Government updated the country's Nationally Determined Contribution (NDC) to the United Nations Framework Convention on Climate Change (UNFCCC) to reduce greenhouse gases by 43 per cent below 2005 levels by 2030. This commitment was legislated in September 2022 under the new Climate Change Act 2022.

In September and October 2022, the 41st International Civil Aviation Organisation (ICAO) Assembly adopted a long-term aspirational goal (LTAG) for international aviation of net zero carbon emissions by 2050 in support of the UNFCCC Paris Agreement's temperature goal.

As more companies and countries commit to net zero targets, the discussion will shift from when companies will commit to net zero to how they plan to deliver on their ambition.

Aviation energy transition

The most exciting technological decade for aeronautics is beginning, according to the European Union's Clean Aviation Joint Undertaking. Aeronautics is entering a skip-a-generation technology leap and needs to replace approximately 75 per cent of the global fleet by 2050 to transform aviation towards a climate neutral future. This represents a huge research and innovation challenge dependent upon massive investment to be achieved.

In the interim, Sustainable Aviation Fuel (SAF) is the key measure needed globally for the short to medium term (until about 2035), with new aircraft technologies ready for demonstrations or entry into service only in the longer term, from 2035 onwards. Recent modelling by Airlines for Australia and New Zealand (A4ANZ) found that zero emission aircraft technologies are likely to only have a limited impact on emissions in Australia by 2050, with SAF being the key measure for now. This is due to the geography of Australia, with Sydney Airport being a majority medium to long haul destination.

The use of SAF continues to grow around the world. The aviation industry recognises that this is the highest priority issue for the industry globally and that a significant amount of effort and resources are required to stimulate further supply of renewable fuels worldwide.

Three biorefineries in Australia are now scheduled to commence producing SAF from 2025 – two in Queensland, and another south of Perth, Western Australia.

A supportive policy setting and government investment is required to increase the production and supply of SAF in Australia. Sydney Airport commends the Australian Government's recent commitment to establish an Australian jet zero council and looks forward to actively participating in the council.

As the aviation energy transition gains pace, Sydney Airport will continue to play a role in aviation's decarbonisation journey and is focused on delivering the infrastructure and management measures needed to decarbonise.

Sustainability at Sydney Airport

Stakeholder engagement

We recognise that relationships with our stakeholders are vital to our long-term success, and that our stakeholders have different interests, expectations, and interactions with us. Stakeholder feedback helps inform the sustainability issues we consider to be material to Sydney Airport.

Our key stakeholders

Our stakeholders have different interests in, expectations of, and interactions with the airport, which inform the sustainability issues we consider to be material.



**Business and
airline partners**



Customers



Employees



**Government
stakeholders**



**Owners and
debt investors**



Community



Suppliers



**Tourism bodies
and industry
associations**



Our COVID-19 recovery efforts are strengthened by multi-stakeholder partnerships that mobilise and share knowledge, expertise and resources.

To learn more about how we engage with our stakeholders, visit the sustainability section of our website.



Sustainability at Sydney Airport

Material issues

Each year we conduct a materiality assessment in line with the Global Reporting Initiative Standards (GRI Standards) to identify the sustainability issues that are most important to our stakeholders and the long-term sustainability of our business.

Before surveying our stakeholders this year, we refreshed the descriptions of our material issues. We also created two new material issues: 'access to and from the airport' and 'airspace and airfield operational efficiency' through a peer review of other airports' material issues.

This year also presented a new challenge as we supported our airport business partners to rebuild and re-train their workforces during the COVID-19 recovery.

From October to November 2022, we surveyed our stakeholders on which material issues were most important to them and mapped these against the priority issues for our business. The results are listed by importance in the table below.

Actions we have taken to manage these material issues and any related impacts are discussed in this report in the various sections.

Material Issue	Description
Safety and security	Managing health and safety risks and maintaining a strong safety culture, while providing a work environment that protects the health and wellbeing of our people and people working at the airport. Working collaboratively with airport stakeholders to provide and maintain a safe and secure airport operating environment for airport users
Climate change	Building resilience to the physical and strategic risks associated with climate change and taking action to reduce our impacts, including through our energy use
Customer experience	Providing a superior customer experience for airlines and passengers
Employee attraction, retention and development	Attracting, retaining and developing our people to ensure the success of our business
Environmental management	Operating an environmentally responsible airport, actively managing the use of resources and minimising waste. Protecting the local natural environment and biodiversity, and managing impacts on the surrounding community
Airspace and airfield operational efficiency	Working with government and airport partners to protect airspace and ensure efficient airspace design and airfield operations
Operational efficiency and continuous improvement	Operating the airport efficiently and with agility to support governments, customers and business partners while looking for ways to improve, such as through collaborative decision making
Sustainable design and development	Sustainably developing the airport to reduce impacts on the environment through efficiency improvements, sustainable infrastructure design and strategic planning
Cyber security, technology and innovation	Prepare, safeguard and respond to cyber attacks that could impact our operations and those of our customers. Embracing future trends to create new opportunities
Fair and ethical business	Respecting and protecting human rights across all aspects of our operations and eliminating modern slavery from our operations and supply chain. Maintaining an effective system of corporate governance and building a culture to maintain high ethical standards and integrity. Responsible management of our supply chain, working with suppliers to effectively manage environmental, social and governance risks
Business continuity and resilience	Designing and maintaining our facilities and operational plans to support continuity of operations under a range of different circumstances
Diversity and inclusion	Creating and managing a diverse and inclusive workforce, while contributing to the creation of an inclusive society
Access to and from the airport	Ensuring our airport users have a safe and efficient journey to and from the airport, and that a range of transport modes are available to suit their preferences
Community investment and engagement	Supporting and connecting with our local community to build long-lasting relationships, continuing our focus on creating a positive impact and advancing reconciliation
Aircraft noise	Working with government and airline partners to manage and mitigate noise impacts through aircraft slot management/scheduling of aircraft movements, and aircraft fleet modernisation
Economic contribution	The creation and distribution of economic value for our stakeholders

Sustainability at Sydney Airport

Delivering on our commitments

Aligned to the pillars of our Sustainability Strategy, our 2022-24 sustainability targets drive continued performance improvements in the focus areas of safety, environment, resilience, customer experience, people and community.

This is the first year we have reported against our current commitments, which are helping to embed sustainability into our business.

Progress is being made, and we will continue to improve our performance as we drive to achieve our targets.

☒ Achieved
 ☒ Significant progress
 ☐ In progress
 ☐ Not achieved

Responsible business

Safety We aim for everyone at Sydney Airport to go home safe and well every day	Zero class 1 ¹ injuries for employees and contractors		<input checked="" type="radio"/>
	≥95% of people leaders complete at least one high-quality health, safety and wellbeing engagement per quarter		<input checked="" type="radio"/>
Environment We aim to reduce our environmental footprint, and make our assets more efficient	Net zero by 2030 for Scope 1 and 2 emissions		<input type="radio"/>
	100% renewable electricity by 2025		<input checked="" type="radio"/>
	YOY ² reduction in emissions/m ²	(noting an overall 66% passenger recovery to 2019 levels) ³	<input checked="" type="radio"/>
	YOY ² reduction in potable water use	(noting an overall 66% passenger recovery to 2019 levels) ³	<input checked="" type="radio"/>
	YOY ² reduction in waste to landfill	(noting an overall 66% passenger recovery to 2019 levels) ³	<input checked="" type="radio"/>

Planning for the future

Resilience We aim to strengthen our resilience, and ensure our growth is sustainable	50% reduction in Scope 3 emissions from airport ground operations by 2025 ^{4,5}		<input type="radio"/>
	Min. 5-star Green Star New Buildings	Not applicable – no new builds in 2022	
	Support 10% Sustainable Aviation Fuel globally by 2030		<input type="radio"/>
Customer experience We aim to be Sydney's airport of choice, and deliver exceptional customer service	≥4.5 out of 5 average customer satisfaction score ⁶	(noting this score relates to the challenges with post Covid-19 pandemic recovery)	<input type="radio"/>

Supporting our people and community

People We aim for a diverse, engaged and supported workforce	40 40 20 gender balance ⁷ across Sydney Airport's leadership and overall		<input checked="" type="radio"/>
	≥80% employee engagement		<input checked="" type="radio"/>
	≥15 training hours per employee p.a.		<input checked="" type="radio"/>
Community We aim to support our community and use our spend to do good	10% YOY increase ⁸ contribution in community value ⁹		<input checked="" type="radio"/>
	10% YOY increase in spend with social and Indigenous enterprises		<input checked="" type="radio"/>

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

2. Year on year, 2019 baseline (the last full year pre-pandemic)

3. Sydney Airport achieved a 66 per cent passenger recovery rate in 2022 in comparison to 2019 levels

4. Airport ground operations covers emissions from third party energy use, ground service equipment, Auxiliary Power Units (APU), waste, engine testing and fire training

5. 2019 baseline

6. Calculated using 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

8. 2021 baseline

9. As measured and verified by Business For Societal Impact



Responsible business



2022 performance highlights

More than

4,000

health and safety training hours

↑31% from 2021

30%

water recycled at T1 international terminal precinct

10,000

native plants established at Engine Ponds East enhancing the Sydney Airport Wetlands

Safety & Security

Safety

Safety Management System

Our Safety Management System (SMS) covers aviation safety, work health and safety, wellbeing, emergency, and safety training and applies to all workers at Sydney Airport including employees, contractors, sub-contractors, in-house consultants, and volunteers.

We started the year by releasing our new Health and Safety Strategy 2022-24 consisting of six focus areas to continually improve and mature our airport-wide health and safety systems and culture.

Safety culture

We recognise that a strong safety culture plays a vital role in improving safety performance. Safety KPIs for leaders were updated in 2022, requiring each leader to complete a high-quality health, safety and wellbeing (HSW) engagement per quarter. We also established new safety targets for all employees and people leaders in their annual performance goals and objectives for 2022.

To ensure everyone works safely at Sydney Airport and goes home safe and well, we encourage everyone at the airport to report all hazards, near misses and incidents. This year we focused on education and awareness of our just culture principles as we refreshed our induction program for employees and contractors.

Injury performance

We worked hard this year to improve injury performance during an unprecedented year of post-pandemic operational recovery.

Our Total Recordable Injury Frequency Rate (TRIFR) remained steady at 12.6 this year to 12.9 in 2021. However, our employee Lost Time Injury Frequency Rate (LTIFR) was 6.3, up from 2.6 in 2021 and reflects six injuries in total due to the operational recovery from the Covid pandemic and is a return to pre-pandemic injury performance. There were no class 1 injuries or illnesses this year, and the number of medical treatment injuries (MTI) reduced from eight to six.

Unfortunately, our service providers' safety performance decreased this year, with the number of injuries increasing from six last year to 16 this year. However, 2022 performance is not comparable to the previous year as all service providers had to rebuild and retrain their workforces to meet the demands of the rapid restart of operations. This resulted in an increased TRIFR for service providers year-on-year however remains an improvement on pre-pandemic injury performance.

Supporting mental health and building resilience

Sydney Airport continues to support the mental health and wellbeing of our people, with health and wellbeing forming one of the strategic initiatives included in our Health and Safety Strategy 2022-24. We also conducted an updated psychosocial risk assessment based on the recent Codes of Practice around identifying and managing psychosocial hazards in the workplace.

2022 saw a refresh of our health and wellbeing program, providing subsidies for employees to invest in their wellbeing with a corporate subscription to a health and wellbeing platform, 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 60 and maintaining our target of having at least 10 per cent of employees trained in mental health first aid.

Contractor management

We focused on contractor management throughout 2022, particularly contractor familiarity working at Sydney Airport and post-pandemic changes to operations.

We increased internal resources to monitor contractor activities. In addition, we performed targeted verification audits to confirm that contractors and service providers completed mandatory inductions and training before work commenced.

We also undertook an update to our Airports Works Manual (AWM), which provides contractors with the necessary information and instruction to manage health and safety risks according to Sydney Airport's requirements. We established an online AWM document library in 'InfoSYD' to make our procedures in relation to health, safety, environment, and security readily available to contractors in one place.

We established new health and safety standards and requirements when onboarding or facilitating contractors prior to commencing physical work at Sydney Airport. The new Contractor Health and Safety Onboarding Guideline provides a consistent approach for setting health and safety expectations and requirements for contractors working at Sydney Airport. To align with the updated AWM, the online General Contractor Induction was also updated.

Training

We continued to invest in health and safety training for our people this year. We undertook an update to our training requirements for employees and airport partners, capturing training across safety, resilience, health, wellbeing, compliance, and sustainability. During the year 10,025 hours of employee training was delivered, with health and safety training contributing 4,084 hours, exceeding our target of at least 15 training hours per employee.

Aviation safety

Every day, our team is out on the airfield enforcing safe behaviours. This year, the team recorded 16,370 aviation safety hours, which is the time we spent enforcing safe behaviours on the airfield.

This year our focus was on the post-pandemic operational recovery to minimise the risks associated with the rapid increase in aircraft movements and passengers and the influx of new airport employees learning how to apply safety principles airside.

We assembled an Operations Recovery Steering Group to develop a campaign to address the challenges faced by the speed of the recovery. Several safety initiatives were promoted, including safety culture workshops and a quarterly safety newsletter, 'Below the Wing'.

In October, we celebrated Airport Safety Week and National Safety Month by hosting a series of activities for employees and airport partners to improve safety outcomes for everyone working at Sydney Airport. Our theme this year was 'Refocus, Reeducate and Reconnect'.

We held 'Safety Talks at the Van' for construction and maintenance contractors and airfield workers. We focused on trends and behaviours.

We had the original Yellow Wiggle, Greg Page, visit our office to run an automated external defibrillator (AED) awareness session for our employees. We rewrapped our AEDs across the terminals to make them more visible to passengers and staff.

During October, we also launched Sydney Airport's first safety recognition program across the whole airport community. The program consisted of three categories to recognise individuals and organisations who demonstrated proactive safety behaviours at Sydney Airport. More than 50 nominations were received across the airport community during the 25 days of the program. Selected winners were rewarded for their efforts.

The operational recovery and La Niña weather pattern also posed challenges airside from a wildlife perspective. Sydney Airport saw more than 2,300mm of rainfall in 2022. This attracted more wildlife to the ponded areas and the saturated ground airside, driving insects, worms, and caterpillars to the surface. As invertebrates are the main food source for many of Sydney Airport's birds, our Wildlife Officers remained vigilant during and after rain events to combat the increasing numbers of birds, utilising the necessary tools available to disperse the birds from active runways.



We worked with our airport partners to improve safety performance during an exceptional year in which operations commenced recovery post-pandemic.



International border reopens – Quarantine-free arrivals

Security

International border re-opening

The international border reopened on 21 February 2022, with Sydney Airport welcoming international tourists back into the country for the first time in more than 700 days.

On 14 April, we met the biggest challenge we faced through this period, with 82,000 domestic passengers passing through the airport. This was our busiest day for domestic travellers in more than two years.

While the workforce was being rebuilt, operational processes were evolved to help deal with the congestion caused by the rapid return of domestic travellers in the first half of 2022. Sixty additional customer service representatives were deployed in the terminals every day during peak times. Improvements were made across the passenger journey including staff coaching, equipment and infrastructure modifications and process optimisation. Frontline teams were also equipped with access to real-time data allowing them to make proactive and optimised operational resourcing decisions.

By the December school holiday period, the airport had the staff and processes in place to deal effectively with the large volume of passengers for Australia's first Christmas without COVID restrictions in three years. In December, 95 per cent of domestic passengers cleared security within 5 minutes, with the remaining 5 per cent processed in less than 15 minutes.

New screening technology

In May 2022, we installed new CT and body scanning technology at the T3 domestic terminal western screening point before further equipment was installed for the June/July school holidays at the T3 domestic terminal main screening point. In early 2023, work commenced at the T1 international terminal main screening point, with six CT lanes ready for operation for the Easter holiday peak.

Emergency management

Sydney Airport conducts a full-scale emergency exercise every two years with the emergency agencies to test response procedures and protocols. In October 2022, the emergency exercise focused on the recovery phase of a simulated aircraft crash landing of an international trans-Tasman flight. The emergency exercise used a mock aircraft fuselage with debris and injured passengers. It was a valuable opportunity for all agencies to understand the investigation processes and roles and responsibilities each agency has, as well as testing their own response.



Emergency exercise at Sydney Airport

Responsible business

Environmental management

We are committed to continuous improvement in our environmental performance at the airport.

Our risk-based approach to environmental management is detailed in the Airport Environment Strategy (AES) 2019-2024, which can be found on our website. Sydney Airport is on target to deliver all objectives outlined within the term of this AES.

This year we continued to strengthen and drive improved environmental management. Our ISO 14001-aligned environmental management system (EMS) guides our response to environmental risks and drives us to achieve a high standard of environmental management.

Our tenant audit program continued in 2022 focusing on medium and high-risk tenants, as outlined in the AES 2019-2024. We continued to implement actions to strengthen the tenant audit process and to facilitate improved tenant response during the year. As a result, almost all tenants required to submit environmental audit reports on their activities to Sydney Airport submitted their reports this year. In addition, all new tenant leases are required to have in place an environmental management plan (EMP) for their activities and a lease entry contamination investigation within two months of occupation.

Sydney Airport has continued to embed environmental considerations at all stages of construction projects. Contractors involved in airport construction works are required to develop construction EMPs for proposed works. This year, we commenced internal information sessions on implementing and using our new Contractor Environmental Management (CEM) Handbook, with sessions continuing into 2023. The CEM Handbook aligns with Sydney Airport's EMS and guides best practice environmental management for construction at the airport. The CEM Handbook was published on InfoSYD in July 2022 for contractors and project managers to access.

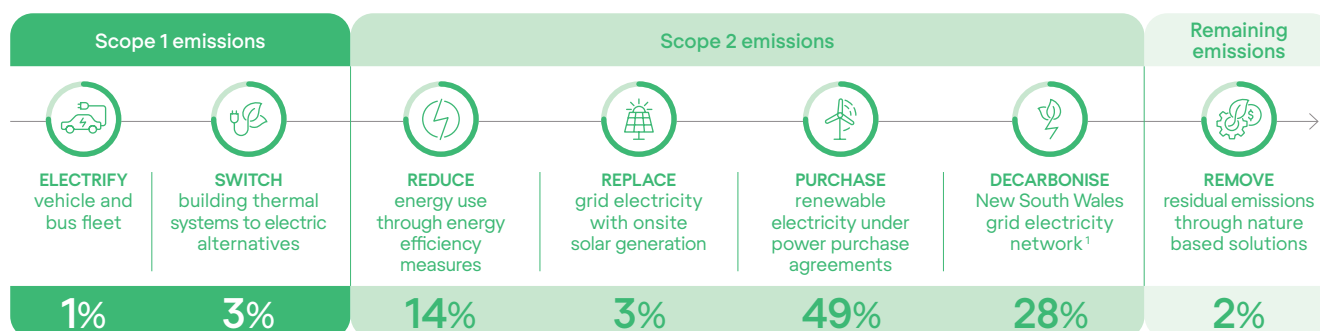
Our environment and aviation teams also continued to work together to implement the minimum environmental standards under Sydney Airport's Airport Operating Licence (AOL) to improve licensees' environmental management practices.

Net zero by 2030

We are committed to action on climate change. In May 2021, we announced our commitment to achieve net zero by 2030 for emissions under our operational control (Scope 1 and Scope 2 emissions).

This year, we commissioned an in-depth study to further develop our roadmap to net zero by 2030 and assessed the more strategically significant and capital intensive measures. Our strategic roadmap to net zero Scope 1 and 2 emissions is illustrated below. This roadmap shows the percentage each measure is anticipated to contribute towards target achievement, although it will be refined over time as the more capital intensive measures are fully costed.

Net zero 2030 Roadmap

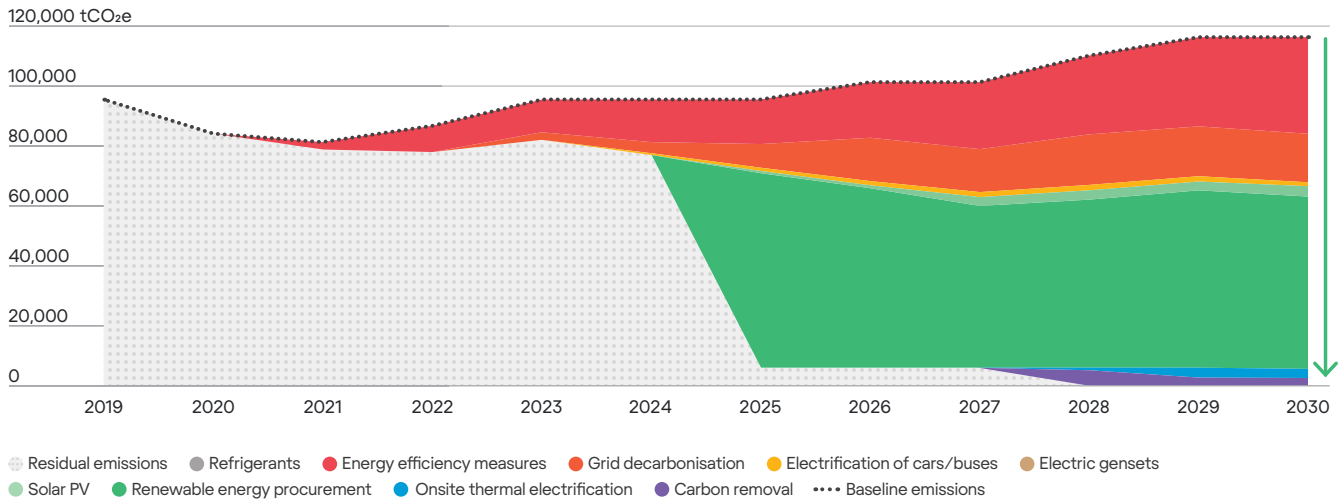


1. Whilst the rate of grid decarbonisation is outside Sydney Airport's control, it is included in the roadmap as it results in a loss in effectiveness of the other measures which is offset as the grid decarbonises.

Responsible business

Layered Net Zero 2030 Roadmap

Our trajectory towards net zero is outlined in our layered roadmap below.



To achieve net zero by 2030, Sydney Airport's Scope 2 emissions, which represent 92 per cent of emissions under our operational control, will be eliminated by switching to 100 per cent renewable energy, reducing electricity use through energy efficiency measures, and installing additional onsite solar PV.

Scope 1 emissions account for eight per cent of the emissions under Sydney Airport's operational control and will be reduced by transitioning diesel/petrol vehicles and buses to electric, replacing natural gas boilers with electric alternatives, and substituting diesel back up generators to electric alternatives where feasible.

As there will be a small, residual proportion of Scope 1 emissions that will not be eliminated by alternative technologies or management practices prior to 2030, these emissions will be offset by the procurement of carbon removal credits or the establishment of new nature based carbon removal solutions.

A number of our 2022-24 sustainability targets support our commitment to net zero, including our target to use 100 per cent renewable electricity by 2025 and to improve building performance and energy efficiency, targeting a reduction in emissions per m² year-on-year¹ to 2024.

In addition to our net zero by 2030 target, we remain committed to achieving carbon neutral certification under the Airport Carbon Accreditation (ACA) program by 2025.

We continue to target reductions in emissions in our value chain, which are our Scope 3 emissions. These emissions are outside our operational control but occur as a result of the Airport's activities. The Climate Resilience section of this report provides more information about our Scope 3 emissions and reduction targets.

Greenhouse gas emissions

This year, we maintained our Level 3 'Optimisation' accreditation under the Airport Carbon Accreditation program.

Emissions under our operational control (Scope 1 and 2 emissions) increased by 13 per cent to 80,949 tCO₂e in comparison to the previous year. This increase reflects the ongoing recovery as passenger numbers continue to increase to near pre-pandemic levels.

Electricity use was again the largest contributor to our carbon footprint in 2022, accounting for 92 per cent of Scope 1 and 2 emissions.

In 2021, we set a target to achieve year-on-year reductions in emissions per m² from a 2019 baseline. As our emissions intensity this year was 105 kg/m² CO₂e in comparison to 111 kg/m² CO₂e in 2019, we achieved the target. However, we acknowledge that Sydney Airport has not achieved full recovery in passenger numbers post-pandemic, achieving a 66 per cent passenger recovery to 2019 levels.

TARGET 9-4



Our pathway to net zero includes a clear set of emissions reduction initiatives which have had preliminary costings undertaken and are being scheduled for implementation.

1. From a 2019 baseline

Responsible business

This year, we completed LED lighting upgrades to P6 and P7 car parks, Blue Emu car park, T1 international terminal departures, arrivals, staff screening, T2 domestic terminal baggage hall and Regional Express screening, and some T3 domestic terminal gates. Energy efficiencies will be gained by the replacement of existing fluorescent lighting with almost 7,300 LED lights, saving approximately 3,586,000 kilowatt hours of electricity consumption and over 2,600 tCO₂e per annum¹.

Scope 1 emissions increased in 2022, mainly due to an increase in natural gas use to heat our terminals and an increase in fuel consumption from contractor activities airside.

Scope 3 emissions increased from 2021 performance this year to 450,169 tCO₂e². The 92 per cent increase in Scope 3 emissions from the previous year was largely driven by a 267 per cent increase in passenger numbers associated with the recovery post-pandemic. Overall, emissions associated with the take-off and landing cycle of aircraft (up to 1,000 metres) and surface access³ emissions account for 84 per cent of total Scope 3 emissions.

Refer to our 2022 Response to the recommendations of the Taskforce on Climate-Related Financial Disclosures for further information about our Scope 3 emissions and reduction targets.

Other air emissions

Sydney Airport has continued to undertake quarterly volatile organic compound (VOC) sampling at the airport and in adjacent suburbs. The results indicate low VOC concentrations, in line with Sydney's average catchment background concentrations.

We measure and report other air emissions using the Australian Government's National Pollutant Inventory (NPI) framework.

In 2021, we reported a significant increase in VOCs reported in our NPI emissions from previous years due to Sydney Airport taking over operational control of the Joint User Hydrant Infrastructure, now known as the Jet Fuel Infrastructure (JFI). However, this data requires correction due to a change in measurement methodology, with the US EPA TANKS v4.09D emission estimation software now being used. The TANKS software is considered a more accurate methodology than the NPI emission estimation technique manual method for the estimation of VOC emissions from a large fuel tank farm. This has resulted in substantially lower VOC emissions reported for 2021, representing a 99 per cent reduction in the emissions previously reported.

Using the same methodology, Sydney Airport's VOC emissions from the JFI in 2022 were 4,933kg.

Offsets

We offset 947 tCO₂e in 2022, covering Sydney Airport's transport-related Scope 1 emissions and staff travel Scope 3 emissions. Offsets were sourced from international and Australian emissions avoidance projects (a wind farm and savanna fire management project).

PFAS management

We are committed to applying the precautionary principle to protect human health and the environment in relation to per- and poly-fluoroalkyl substances (PFAS) at Sydney Airport.

In line with this commitment, we have progressed our foam transition program at the Jet Fuel Infrastructure Depot and have set a target to transition to fluorine free foams by 2028.

We have also developed an airport-wide Contaminated Sites Management Plan (CSMP). The CSMP has been developed in accordance with best practice guidelines and establishes clear guidance for the investigation, assessment, and management of contamination across the airport estate.

In accordance with the CSMP, we have conducted a series of environmental investigations to understand the sources and impacts of legacy PFAS contamination across the Sydney Airport estate. These investigations have determined that the historical use of firefighting foams containing PFAS by Airservices Australia (Airservices) has resulted in significant levels of PFAS contamination emanating from the areas of the airport leased by Airservices. In 2022, we shared the results of these investigations with Airservices and outlined our expectations that they remediate their contamination to ensure the safety of our people, passengers and community.

We have also formally requested regulatory support from the Australian Government to ensure that Airservices is held to account for remediating PFAS contamination generated by its activities. To date, we have not received a response from government. We remain concerned by the inaction of Airservices and lack of government response.

In 2023, we will continue to drive improved environmental performance and advocate for the adoption of a polluter pays approach to the regulation, management and remediation of PFAS contamination in accordance with the PFAS National Environmental Management Plan 2.0 (2020).

You can read more about our approach to PFAS management in the Sustainability section of our website.

1. Calculated using the New South Wales grid emission factor, February 2023

2. Sydney Airport's Scope 3 emissions are calculated in line with the Airport Council International's Airport Carbon Accreditation program methodology (Level 3 Optimisation)

3. Travel to and from the airport by passengers, visitors, employees and other airport staff



Water management

Total water consumption in 2022 was 590,930 KL. This is around 16 per cent below an average year (2019). As 2022 is the first full year of recovery post the Covid-19 pandemic, a year on year comparison is not relevant.

Our onsite water treatment plant at the T1 international terminal treats wastewater from the terminal for re-use in cooling and toilet flushing. This year, 30 per cent of water at T1 international terminal precinct was recycled.

In 2021, we set a target to achieve year-on-year reductions in potable water use from a 2019 baseline. As potable water consumption was still down on 2019 numbers (526,698 KL), we achieved a 22 per cent reduction in potable water consumption from this baseline. However, we acknowledge that Sydney Airport has not achieved full recovery in passenger numbers post-pandemic.

We have several projects scheduled for commencement in 2023, which will result in water savings. For example, the majority of bathrooms in all terminals will be upgraded, and more water efficient fixtures and fittings will be installed as part of the upgrade project. We are also replacing water main valves and the pipe works for chilled water and fire sprinklers, which will reduce water leakage from the water network.

Waste management

Waste generated at the airport in 2022 was again down on an average year (2019). This year 4,273 tonnes of waste was generated, and our recycling rate was 45.6 per cent.

In 2021, we set a target to achieve year-on-year reductions in waste to landfill from a 2019 baseline. As waste to landfill was 1,841 tonnes in 2022 and 2,598 tonnes in 2019, we achieved a 29 per cent reduction in waste to landfill from the 2019 baseline. However, we acknowledge that Sydney Airport has not achieved full recovery in passenger numbers post-pandemic.

A proportion of the waste generated at the airport is classified as biosecurity and cannot be recycled due to regulatory requirements for its disposal.

Sydney Airport's initiatives to improve landfill diversion focus on the non-biosecurity waste streams. Landfill diversion is achieved through waste segregation on-site and off-site recycling with our waste contractor.

This year we expanded our organics recovery program to T2 and T3 domestic terminals after a successful trial at T1 international terminal. 133 tonnes of organic waste was recovered this year, representing a 134 per cent increase from 2021. These numbers will continue to rise as passenger numbers increase to pre-pandemic levels.

We also coordinated the transition away from single-use plastics by all retail tenants, in line with the NSW Government single-use plastic ban, which came into effect in June.

We are committed to driving improvement in construction waste management by our contractors. Minimum waste reuse and recycling requirements are embedded in the Construction Environment Management Handbook.



Our operational and construction waste management initiatives contribute to reducing waste generation through prevention, reduction, recycling and reuse.

Responsible business

Air quality

Sydney Airport has operated and maintained an air quality monitoring station (AQMS) to collect and compare air quality data to national guidelines since 2018. During 2022, no air quality criteria exceedances were attributed to airport operations.

To supplement our AQMS, seven mobile air quality sensors were also installed at Sydney Airport during the year. Data will be reported following one year of monitoring to enable enough data to be collected to report accurately.

Ground based noise

We have a critical role in managing impacts from ground-based noise on the local community and on-airport users. The most common sources of ground-based noise include aircraft engines and construction activities.

This year we received two noise complaints from the community suspected to be related to aircraft engine ground running. After an investigation of engine ground running logs and consultation with internal and external stakeholders, it was concluded that the first noise complaint was not associated with airport activity but rather a vacuum excavator used in an off-site construction project.

The second complaint was from a nearby resident and related to aircraft engine ground running for periods of up to one hour at multiple times, including during curfew. The investigation found that the source was likely Air Ambulance and a turboprop freight aircraft operating during curfew in compliance with the Sydney Airport Curfew Act 1995. During the investigation process, the complainant was regularly communicated with by Sydney Airport team members.

We are also taking a proactive approach to noise and airfield planning by developing a cumulative ground-based noise model. The model will show how the cumulative effects of all aircraft-related ground-based noise sources impact the wider community. This year the scope was expanded to include monitoring of noise levels of various makes and models of aircraft. This noise model is anticipated to be completed in 2023 and will be used to support airfield planning, inform requirements for engine operating procedures, and assist root cause analyses conducted during noise complaint investigations.

To read more about how we engaged with the community on airport operations, see the Engagement with our Community section of this report on [page 38](#).





Wildflower and SYD teams at the Sydney Airport Wetlands



Biodiversity conservation and monitoring

The Sydney Airport Wetlands (including Engine Ponds East and West, Mill Pond and Mill Stream) are an important ecological resource and are classified as an Environmentally Significant Area under the Airports Act 1996.

This year we continued to undertake bush regeneration works within the riparian zone of the wetlands. A total of 965 hours of wetland regeneration work took place, including planting native vegetation in a 1,000 m² area of previously vacant land. The planting included 46 mature trees to offset trees removed during construction projects in 2021.

Aquatic weeding also continued, although with increased difficulty due to extreme wet weather early in the year. We successfully reduced the density of Mexican Water Lily, a floating weed, to less than 20 per cent of the surface area of the Engine Ponds and Mill Pond. In addition, we continued to reduce Alligator Weed infestation in Engine Pond East.

During the year, we also engaged Wildflower - Gardens for Good to organise a voluntary tree planting day for Sydney Airport employees at Engine Ponds East. Wildflower is an Indigenous owned and managed not-for-profit that provides valuable employment and education opportunities for young people.

Nine Sydney Airport employees were onsite for three hours helping plant native shrubs and grasses with the Wildflower team. The group planted 10,000 tube stock provided by Indigiro, an Indigenous nursery located at La Perouse. A team of seven workers from Wildflower spent six days preparing the site at Engine Pond East, followed by three days of planting. The tube stock mostly comprised the Eastern Suburbs Banksia Scrub plant community type. This is an endangered habitat consisting of only minor pockets of land scattered around eastern Sydney.

The project was an excellent synergy of bush regeneration, biodiversity conservation, staff engagement and community support.



Sydney Water Mill Stream clean up crew

Sydney Water's Mill Stream sewage overflows

Sydney Airport remains deeply concerned about Sydney Water's Mill Stream sewage overflows and the consequent increase in aviation safety, human health, and environmental risk. Sydney Airport implements a Wildlife Management Plan to reduce the risks created by Sydney Water's infrastructure and works with Sydney Water to ensure appropriate signage and clean up occurs after each discharge event. The root cause of these events must be addressed by Sydney Water. Sydney Airport remains actively engaged with Sydney Water, Bayside Council and the Airport Environment Officer in relation to these issues.

On 30 April 2021, the Australian Government's Airport Environment Officer (AEO) granted Sydney Water a further three-year Authorisation under the Airports (Environment Protection) Regulations 1997 to continue to pollute the Mill Stream.

The three-year Authorisation requires Sydney Water to meet discharge targets through several initiatives and to prepare a long-term strategy that outlines how it will remove or significantly reduce sewage overflows.

This year, more than 8,577 megalitres (ML) of untreated sewage was discharged into the Mill Stream, with water flowing to Botany Bay. The volume of overflows was an increase of 6,207 ML when compared to 2021 discharges.

For example, from 23 February to 2 April 2022, discharges occurred over 38 out of 40 days, with 2,669 ML of raw sewage discharged into the Mill Stream and Botany Bay during this period. These discharges were greater than the entire previous year's volume and the equivalent of 1,068 Olympic-sized swimming pools of raw sewage.

Gross pollutants have also been entering into the Mill Stream during discharge events. Gross pollutants include wet wipes, sanitary products, and syringes.

Under the Authorisation, Sydney Water has deployed significant resources to remove gross pollutants from the mouth of the Mill Stream and the surrounding beach following discharges. This year, crews of four to eight people cleaned the beach almost daily due to the volume of gross pollutants being discharged. Although this approach mitigates some of the risks, risks remain to aviation and human health associated with the gross pollutants.

In December 2021, as part of the planning and funding process, Sydney Water submitted a Malabar wastewater network system strategy to Infrastructure NSW (iNSW) for funding approval, including a proposed long-term solution to address the overflows. However, the Mill Stream component was not approved by iNSW. We remain deeply concerned that Sydney Water will not implement a long-term solution before the mid-2030s. Whilst we support short-term actions underway by Sydney Water, a delayed long-term solution results in a elevated aviation safety, environmental and human health risks for longer.

Quarterly stakeholder workshops with Sydney Water throughout the year to discuss the long-term management of sewage overflows have made limited progress toward the long-term solution. We will continue to strongly advocate for Sydney Water and the NSW Government to accelerate a long-term solution for managing Mill Stream sewage overflows before the Federal Government considers a further Authorisation in March 2024.



Responsible business

Fair and ethical business

Our Code of Conduct builds on our purpose and values and asks for our people's commitment to shared standards in decision-making and how we do business.

This year we built upon our Code of Conduct training suite and introduced three micro learning modules that focused on conflicts of interest, fraud and corruption and our whistleblower policy. This training was required to be completed by all our people to ensure they are aware of their obligations under the Code.

Sydney Airport's procurement team refreshed the Procurement Policy and launched a new Guide to Procurement which sets out the minimum requirements for staff who engage the market for supply of goods or services. Together, the Policy, Guide and supporting templates establish the standards and expectations of probity, value for money, procedural fairness, and compliance with financial delegations, forming part of Sydney Airport's Procurement Governance Framework.

We also refreshed our Human Rights Policy this year, which is available on our website.

Modern slavery

We continued to mature our understanding of modern slavery risk in our operations and supply chain. In 2022, we focused on progressing our supply chain due diligence and building the capability of our people through training.

We partnered with CM3 Greencap (CM3) to undertake supplier work health and safety and human rights due diligence. Following a full supplier base review, to identify new suppliers with potential human rights due diligence, CM3's assessors commenced evidence-based reviews against our Supplier Code of Conduct. We also conducted a review of our third-party labour hire suppliers, identifying a panel of active suppliers who are aligned with our guiding principles of conduct.

No instances of modern slavery were identified during our assessments in 2022.

We partnered with Sydney-based social enterprise, The Freedom Hub to test the effectiveness of our Modern Slavery Response Procedure with key areas of our business. The Freedom Hub helps victim/survivors of modern slavery rebuild their lives through education and skills development. Partnering with this organisation provided a human-centric lens on our procedure, for our people.

More detail on our modern slavery risk identification and management can be found in our 2022 Modern Slavery Statement, available on our website.

Whistleblower reports

Sydney Airport's whistleblowing program provides a safe and confidential channel for raising concerns. All reports of wrongdoing are treated seriously and investigated appropriately, internally or externally, depending on their nature and relevant independence and resourcing requirements. The Audit and Risk Committee of the Board is informed and kept up to date on investigations and actions.

During the reporting period, we received three reports. All three reports were investigated and found to be unsubstantiated. Nevertheless, the reports provided important insights that enabled Sydney Airport to strengthen the culture and reduce risk of misconduct through training and increased awareness.

During the year, we rolled out mandatory whistleblower policy training to all our people to continue to raise awareness of our program and encourage our people to report concerns about known or suspected unlawful, unethical or irresponsible behaviours.



We have partnered with a third-party to promote our procurement expectations, specifically about transparency and reporting on human rights, health and safety and environment.

Responsible business

Technology and cyber security

Our Network Transformation project continued throughout 2022, with each of our access and distribution rooms receiving a refresh to ensure they meet the availability and resiliency requirements of the airport, from power and cooling through to networking.

We also replaced a further 500 prior-generation network devices with new technology that requires less cooling and uses less power. More than two tonnes of old equipment and e-waste was recycled by our business partners. Our Room Remediation project upgraded four main computer rooms by implementing efficient power supplies and modern efficient cooling systems that will use significantly less power over their lifetime.

We remain focused on improving our technology resilience and cyber security by enhancing the infrastructure that underpins our critical and core business systems, introducing proactive security controls while leveraging our digital capabilities and data analytics to further advance business and operations support and decision making.

We significantly uplifted our cyber threat detection and response capability to deliver a fully managed service, allowing for 24/7 coverage of our technology. This service has been rolled out across 2022, with further enhancements planned in 2023.

Our core malware detection and response technology has been upgraded across our server fleet to allow us to keep up with the changing threat landscape. We also integrated this technology with our security operations centre, ensuring that detected events can be responded to on a 24/7 basis by both our cyber security partner and Sydney Airport cyber security teams. We will continue to uplift this capability into 2023.

The Australian Government has begun to switch on the requirements from the Security of Critical Infrastructure Act 2018, which will require Sydney Airport to maintain a higher standard of governance and compliance throughout our operations, including services maintained by our partners. We have recently commenced a program of work to ensure that these requirements are implemented throughout Sydney Airport.

The awareness of cyber threats throughout the business continues to meet a high bar, with training continuing through 2022. Phishing campaigns are sent through to the entire company at least each quarter, with the susceptibility rate fluctuating between one and two percent. This is an excellent result overall and has helped keep Sydney Airport safe.

We successfully completed the annual surveillance audit of our ISO 27001 (information security) certification and ran desktop exercises to test and improve our response to cyber-attacks. Our re-certification audit is planned for early 2023.

There were no reportable data security breaches this year.





Planning for the future



2022 performance highlights

Climate-related scenario analysis undertaken to help build our climate resilience

Flood animation mapping completed for different flooding scenarios and time horizons

T1 international terminal arrivals forecourt project provides employment opportunities for local Indigenous youth



Climate resilience

Sydney Airport operates Australia's major gateway airport. We recognise that we serve 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 can potentially affect our business through physical and transition risks.

We are committed to net zero emissions by 2030 for emissions under our operational control (Scope 1 and 2) and have been working to better understand our scope 3 (value chain) emissions. To achieve our net zero goal and our commitment to understanding and managing climate-related risks, we are working to reduce our emissions footprint, improve our operational resilience and adapt to the predicted effects of a changing climate now and into the future.

Climate-related scenario analysis

Scenario analysis is an important tool we use to identify climate risk over time and to build our understanding of the resilience of our assets and our business to a changing climate.



This year we updated our climate scenarios, using four divergent scenarios against which to test our resilience, adding a 'Delayed Transition' scenario to mature the analysis. Our scenario analysis was facilitated by climate risk and energy transition consultancy Energetics.

We drew on advances in climate science and scenario development by the Sixth Assessment Report (AR6) of the Intergovernmental Panel on Climate Change (IPCC) and the Network of Central Banks and Supervisors for Greening the Financial System (NGFS) and expanded the scope and depth of analysis. We then used the findings to generate and update actions to build business resilience.

Key insights from our scenario analysis include:

Transition risks

- Sydney Airport's most material sources of transition risk are outside its direct control. Whilst decarbonisation of the aviation industry is primarily in the control of the airlines, Sydney Airport has taken the view that global warming is a shared challenge that requires action from all. Sydney Airport will therefore use its sphere of influence and every available mechanism to support the industry to decarbonise.

- Sustainable aviation fuel (SAF) appears to be essential for transition risk reduction across all scenarios. Sydney Airport can participate in SAF advocacy efforts and investigate opportunities
- Reputation risks form some of the most material risks to Sydney Airport. Keeping abreast of stakeholder expectations regarding climate risk and ensuring Sydney Airport is capable of meeting them is necessary

Physical risks

- In the years to 2030, there is no material difference in the physical risk profile across the scenarios, as historic emissions have already locked in global warming over this time period. Differences beyond this date will emerge, but many decisions may need to be made before the world's future warming pathway can be determined

- Flood adaptation measures are already being investigated to enhance Sydney Airport's resilience to future intense rainfall and storm surge events. Further investigation is required to assess the effectiveness of resilience measures against future hot/dry events
- As with transition risk, much of Sydney Airport's exposure to physical risk is outside its direct control. Sydney Airport can improve the physical and financial resilience of its own operations – and is doing so through its flood risk management work – but will also need to deal with the cascading consequences of climate impacts throughout its value chain

Refer to our 2022 Response to the recommendations of the Taskforce on Climate-Related Disclosures for further information on Sydney Airport's scenario analysis, transition and physical risks and opportunities, and the actions we are taking to address them.



We are using scenario analysis to strengthen adaptive capacity and resilience.





Planning for the future

Climate-related risk management

We undertook a number of activities to strengthen our understanding and response to climate change this year including:

- Reviewing and updating our climate risk register in response to insights from the refreshed climate scenario analysis, in preparation for updating our Group Risk Profile in 2023
- Enhancing our flood studies and modelling
- Identifying the more strategic and capital-intensive measures needed to meet our net zero commitment for inclusion in our Corporate Plan in 2023
- Updating and socialising our climate action plans to manage transition and physical climate risks

Climate Resilience Strategy

Sydney Airport's climate-related risks and opportunities are addressed through our Climate Resilience Strategy, which has four components. These are:



Energy efficiency and carbon reduction

This year, we completed lighting upgrades to our car parks and terminals. Energy efficiencies will be gained by the replacement of existing fluorescent lighting with LED lights. We also commenced a HVAC optimisation project at T1 international terminal, which will identify opportunities to reduce energy consumption.



Asset adaptation and future proofing

To better understand flooding risk across the airport, Sydney Airport's flood model was updated in 2021. The flood model assessed a range of climate change scenarios (RCP2.6, 4.5, 8.5) to quantify the risks to Sydney Airport. Additional studies continued this year to supplement the outputs, including the development of:

- flood mapping animations from the flood model under different climate scenarios
- a flood risk management and resilience plan to guide flooding and stormwater management activities and operational responses in preparation for and after significant storm events
- a flood planning development framework to ensure flooding is considered in future developments under current and future climate change scenarios
- detailed modelling to quantify the tidal and storm surge impacts over a 100-year period to provide seawall overtopping flood maps and inform priorities

In 2023, we will undertake a stormwater infrastructure assessment to identify the short and longer-term solutions needed to address flood issues and risks identified in the 2021 flood model. For example, small interventions that can immediately improve existing flooding issues, such as the installation of one-way tidal valves, and macro interventions, such as strengthening of sea and canal walls, and upgrades to Sydney Airport's stormwater network to improve drainage.

Upon completion of the additional studies, we will develop a flooding/stormwater masterplan for Sydney Airport that summarises the outputs from the 2021 flood model and additional studies undertaken in 2022.

Planning for the future



Business resilience and carbon neutral growth

In 2021, we announced our intention to achieve net zero emissions under our operational control by 2030 (Scope 1 and 2 emissions).

This year we undertook the next stage of planning for the delivery of our net zero 2030 roadmap (Scope 1 and 2 emissions). The more strategically significant and capital-intensive measures were assessed this year. During 2023, we will undertake detailed feasibilities of the additional measures and incorporate into our annual corporate planning process.

Our commitment to achieve carbon neutral certification by 2025 (for Scope 1 and 2 emissions), in line with the Airport Carbon Accreditation scheme, is a major milestone on our pathway to net zero by 2030.

Read more about our 2022 emissions performance and how we will achieve net zero by 2030 in the Environmental Management section starting on [page 16](#) of this report.



Advocacy for a low carbon future

Low and zero emissions energy solutions will play a critical role in the decarbonisation of the aviation sector.

Sydney Airport continued its advocacy efforts for sustainable aviation fuels (SAF) in 2022. We are members of Bioenergy Australia's Sustainable Aviation Fuel Alliance for Australia and New Zealand (SAFAANZ) working group, alongside aviation industry peers and fuel producers.

We engaged with the Department of Infrastructure regarding the form and structure of the proposed Australian Jet Zero Council, which was included in the October 2022-2023 Federal Budget. This council will bring together governments, airports, airlines, aircraft manufacturers, fuel suppliers and distributors and others to ensure policy settings are right for deployment of SAF in Australia. Sydney Airport looks forward to ongoing participation in the council.

We also undertook constructive engagement with airlines, research consortiums, and SAF producers this year to build relationships and share knowledge on the topic.

Sydney Airport maintains focus on investigating and progressing options to address Scope 3 emissions in line with our current commitments and will continue this work through 2023. Our efforts to manage Scope 3 emissions consider both the magnitude of emissions and the degree of influence we have.

The majority of Sydney Airport's scope 3 emissions that have been quantified, come from the landing and take-off (LTO) cycle of aircraft and surface access emissions (emissions from passengers and workers travelling to and from the airport). Collectively, these account for approximately 84 per cent of our Scope 3 emissions footprint measured to date.

In 2022, we commenced a study to investigate quantification of our inflight emissions.

The remaining Scope 3 emissions come from airport ground operations. These include emissions from our tenants' electricity use, ground support equipment (GSE), aircraft Auxiliary Power Units (APU), waste, engine testing and fire training at the airport.

In 2021, we set a target to reduce emissions from airport ground operations by 50 per cent by 2025.

This year, to drive progress towards this target, we conducted a comprehensive study focused on the reduction of Scope 3 emissions from APUs and GSE used for aircraft loading and unloading during turnarounds. As an outcome of the study, it determined that the greater utilisation of fixed ground services (i.e., 400Hz fixed electric ground power and pre-conditioned air) and eGSE on a higher number of turnarounds has the potential for annual emissions savings of more than 40,000 tCO₂e relative to Sydney Airport's 2019 emissions.

As an outcome of this work, we will continue to work with ground handlers to progress GSE fleet electrification and determine the investment in charging and metering infrastructure that will be required. We will also provide renewable electricity to tenants purchasing electricity from Sydney Airport, and continue to work with airlines and ground handlers to increase the use of ground power and pre-conditioned air, instead of running the APU while on gate.

Refer to our 2022 Response to the recommendations of the Taskforce on Climate-Related Disclosures for further information on how Sydney Airport builds resilience to climate resilience.



Planning for the future

Sustainable design and development

We continued to implement the Sustainable Design Guidelines developed in 2020 during the year. These guidelines set minimum sustainable design requirements for projects across the airport and align with the requirements of the Green Building Council of Australia.

This year, the guidelines were applied to the design of the T3 domestic terminal chiller and cooling tower upgrade project and applied to feasibility studies for the touchdown lighting equipment room, T3 domestic terminal substation and HV cables, HVAC, and baggage handling system.

During the year, we also used recycled road base materials under the slabs of the new T1 international terminal arrivals forecourt.

Sydney Airport continued to develop its 4-stage Water Sensitive Urban Design (WSUD) Strategy to guide stormwater and drainage system upgrades across the precinct. Achievements included the completion of stages 2 & 3 - preliminary WSUD Strategy, and draft completion of stage 4 - WSUD Implementation Guidelines. In 2023, we will work to finalise stage 4 and incorporate into our Sustainable Design Guidelines where feasible.

We continued to invest in the resilience of our assets this year and undertook several electrical and civil works projects. These projects are summarised below.

Electrical assets

The upgrade of Airport Zone Substation (AZS), which provides two-thirds of the power to the airport, continued throughout 2022 and is expected to require another two years to complete.

We commenced another high voltage (HV) project at the International Zone Substation (IZS), which provides power to the remaining one-third of the airport. This project improves the efficiency of the asset by reducing fault current.

Both projects will simplify operational requirements while providing a more resilient and flexible network to allow for future developments and growth. The new designs will ensure the assets are built above the 1 in 100-year flood levels. We are also continuing to upgrade our HV network's resilience.

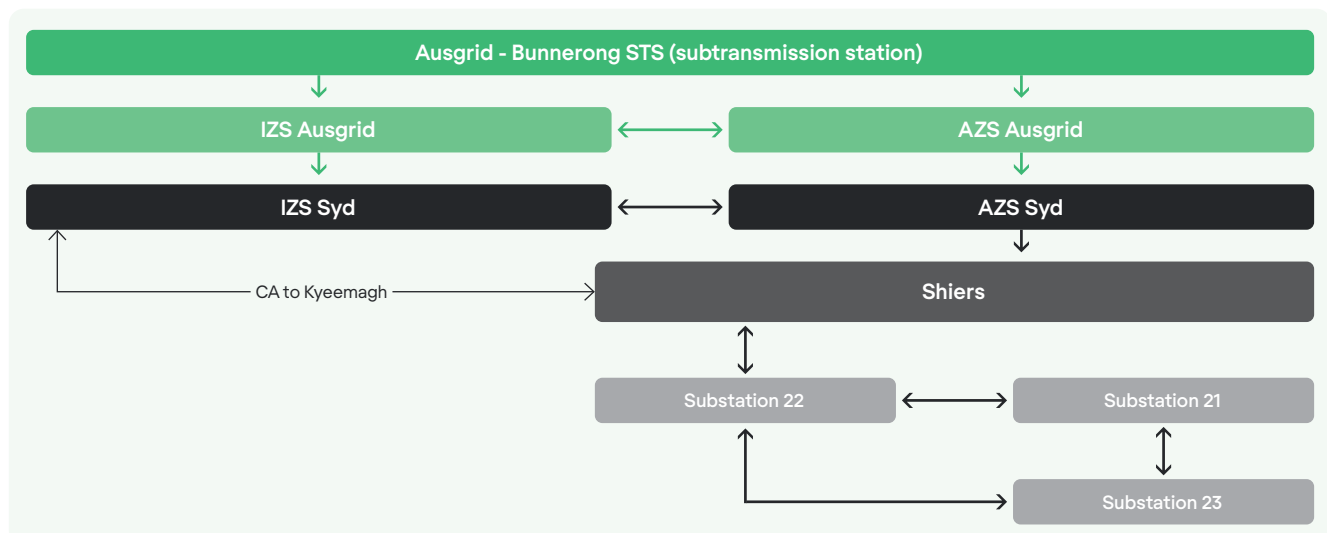
We commenced early works on Substation 21, which will continue into 2023 and 2024. This substation provides power to two thirds of the T2 domestic terminal. This upgrade will limit the chance of power failure and also provide 100 per cent back up power in case of power failure.

In the Jet Base we consolidated the HV network by replacing older substations with new substations and upgraded HV cables and HV protection. These measures improve the efficiency and resilience of the HV network to enable aviation to be placed at this strategic location.

As part of the Sydney Gateway project, we modified the network and also replaced the cables that form the arteries for the domestic precinct. The upgrade constitutes a significant resilience initiative.

We also implemented a new low voltage main switchboard for the jet fuel infrastructure (JFI). This is the electrical supply to the JFI and will continue in 2023.

Sydney Airport HV network





Pavement works

This year we investigated pavement material initiatives in relation to airfield and civil engineering projects that can be implemented at Sydney Airport to foster enhanced sustainability outcomes.

The findings will enable implementation of best practice sustainability measures including design optimisation and potential use/re-use of recycled materials in future projects.

Recycled materials investigated included crumb rubber, crushed glass, recycled plastics, recycled asphalt, and recycled concrete in a range of pavement applications located both landside and airside.

The study also explored ways to integrate engineered by-product processing waste material into pavement construction, including fly ash and blended blast furnace slag which could potentially reduce, in part, the high carbon footprint contained in traditional materials such as cement.



We are building resilience and adaptive capacity into our assets as we transition to a low carbon future

Runway lighting upgrades



Planning is underway to replace lighting on the parallel runways (Runway 16R/34L and 16L/34R) with LED lighting, with works to be undertaken in 2023. The cross runway (Runway 07/25) lighting was converted to LED lighting in November 2021.

Converting runway lighting to LED fixtures improves lighting reliability, reduces electricity costs and associated Scope 2 emissions, and eliminates reliance on older lighting technology which is becoming harder to source.

Once these runway lighting replacements have been completed, the majority of taxiway and runway lighting at Sydney Airport will be LED technology.

Surface enrichment spray treatments for asphalt pavements

This year, a three-year cyclic surface enrichment spray treatment (SEST) maintenance program commenced preserving non-critical asphalt pavements from age-related degradation such as oxidation, surface fines loss, and environmental exposure.

Non-critical asphalt pavements are treated through this process to prolong their life, deferring the need for more expensive asphalt resurfacing and reducing the environmental impact of pavement replacement. Asphalt pavements generally have a life span of twelve to fifteen years before requiring re-surfacing, depending on the condition of the pavement.

SEST involves the sprayed application of a polymer modified emulsion (PME) onto non-critical asphalt pavements which are exposed to no or very low aviation traffic, such as runway and taxiway shoulders. This work will extend the life of 180,000 m² of runway shoulders, taxiway stubs and some aprons, preventing the need for more resource intensive replacements.



Airspace and airfield efficiency

Airspace efficiency

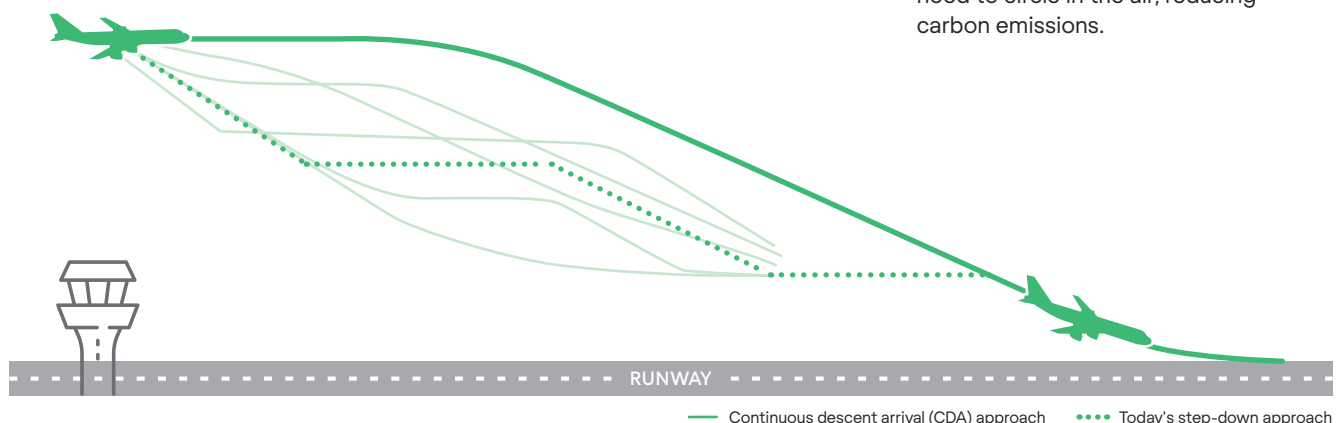
There are several ways to improve airspace efficiency to reduce aircraft fuel burn (and, therefore, carbon emissions) and deliver improved noise outcomes for local residents. While used at many other airports in Australia and around the world, these are currently not used at Sydney Airport.

For example, an aircraft performing a 'continuous descent arrival' (CDA) approach to an airport keeps the aircraft higher for longer and uses less jet engine thrust, therefore generating less noise and emissions when compared to the traditional 'stepped approaches' currently used at Sydney Airport.

There are also opportunities to use the most up-to-date air navigation technology, broadly called 'required navigation performance', to reduce overflight of residential areas further and reduce track miles flown by aircraft. This again could reduce noise impacts and unnecessary emissions at Sydney Airport.

Sydney Airport strives to provide both the best possible service to the community and broader benefits to the economy. However, several aspects of the Airport's legislative and regulatory framework are now out of step with community demand and society's expectations regarding air travel, international aviation best practices, and technological advances in aircraft navigation technology. We seek to propose ways to modernise the numerous laws, regulations and schemes which govern Sydney Airport.

The current operating restrictions cause unnecessary circling and delays at Sydney Airport. If these rules were changed, less flights would need to circle in the air, reducing carbon emissions.





Airfield efficiency

Electrification of ground services

This year, Sydney Airport investigated measures to reduce apron congestion and Scope 3 emissions from airport ground operations by delivering a comprehensive study. The purpose of the study was to support Sydney Airport by defining a strategy for future policy and infrastructure development that will facilitate increased electrification of ground services equipment (GSE) and utilisation of Fixed Ground Services (FGS).

It was determined that electrification of the GSE fleet will not significantly increase the storage space requirements on the airfield. However, improved organisation of GSE storage, including providing dedicated storage and charging areas for smaller, more mobile, eGSE will not only promote the uptake of eGSE, but also improve the organisation of GSE storage and alleviate apron congestion.

Sydney Airport will continue to work closely with ground handlers and airlines to progress GSE fleet electrification and determine the investment in charging and metering infrastructure that will be required.

Read more about how we work with partners to reduce Scope 3 emissions in our 2022 Response to the recommendations of the Taskforce on Climate-related Financial Disclosures.

Airport Operating Licence

In April 2021, Sydney Airport introduced our Airport Operating Licence (AOL), setting minimum enforceable standards to improve safety, security, environment and operational performance outcomes and behaviour in our airport community.

The AOL agreement was developed with the assistance of the International Air Transport Association (IATA) and involved extensive stakeholder consultation. It is the first of its kind in Australia, enabling Sydney Airport to hold licensees accountable to agreed standards.

It aligns with international best practice, establishing a direct relationship between the airport and ground services providers as recommended under the International Civil Aviation Organisation (ICAO) Manual on Ground Handling. Consultation is embedded within the AOL framework to help shape future decisions on infrastructure and operational changes.

All ground handlers and Australian based airlines, with the exception of the Qantas Group and Virgin Australia, have signed up to the AOL.

A compliance observation framework was established as part of the AOL this year, with 155 AOL activity-based observations conducted. The program has enabled a collaborative approach to improve the overall safety standards of the airport community.

Observation reports are shared with airport partners to address issues. Foreign object debris (FOD) was the predominant issue identified this year, with increased efforts to prevent FOD from being generated. Actions included increasing bag room enforcements and targeted airfield safety vehicle presence around known FOD hotspots.



Customer experience

Sydney Airport saw a surge in passengers volumes in 2022, and on the eve of the Easter long weekend, we experienced our busiest day for domestic air travel in more than two years, with 82,000 passengers travelling through our terminals.

The aviation industry was challenged by the tightest labour market Australia had seen in almost half a century. At Sydney Airport, the labour shortages had a major impact across operational processes as the passenger recovery tracked well ahead of the workforce recovery. The airport labour force was severely reduced during the COVID pandemic when about 15,000 staff from around 800 organisations were lost.

Restoring the workforce when unemployment was at near record lows was a complex task. However, by Christmas, the airport was approaching pre-COVID employment numbers of 33,000 workers. As a result, operational performance significantly improved, benefitting our passengers.

We also continued to focus on improving the airport experience for those requiring extra support when travelling, such as nervous flyers and passengers with hidden (invisible) disabilities. Working in partnership with our hidden disabilities consultant, Autism Spectrum Australia (Aspect), Sydney Airport ran another year of its Hidden Disabilities training program, including face-to-face training for internal staff and airport stakeholders, and the launch of a new online training module for airport partners.

Across the year, we trained more than 130 Sydney Airport staff, focusing on those in frontline, customer service and design roles. Face-to-face training was also held in June, September and December for our airport stakeholders, including Swissport, Certis, the Australian Federal Police, and airlines.

T1 international terminal arrivals forecourt

Construction works at the T1 international terminal arrivals forecourt were completed in time for Christmas this year, creating a memorable Sydney Airport arrival experience. The T1 international terminal arrivals forecourt represents the gateway to Sydney and is the place where passengers first experience the outdoor environment for which Sydney is renowned.

Passengers are now welcomed by the brilliant light of Sydney, blue sky, and greenery. It is a space where people can gather and celebrate re-connection and reunion with family and friends after getting off, often, a long-haul flight.

Sydney Airport collaborated with architecture firm Hassell, Indigenous landscaping contractors Jiwah and Imbue Studios in partnership with Open Life Design to create a native green space in the refreshed T1 international terminal arrivals forecourt. The project challenged the traditional approach of a connection to Country process, integrating it beyond the design phase and embedding it into construction and maintenance phases. This approach established an ongoing engagement with the local community and provides opportunity for Indigenous work pathways.



The design of all landscaping areas was undertaken through a co-design process with Jiwah, with youth-based social enterprise and maintenance group Wildflower - Gardens for Good, undertaking the planting and ongoing maintenance of landscape areas within the project site.

Native trees, structural plants, ground covers and grasses were selected to create a sustainable green area with many species endemic to the local area.

We also partnered with the Gujaga Foundation to source the traditional names, use and meanings behind the flora, connecting forecourt visitors to the local community and Country.

Read more about our engagement with Wildflower – Gardens for Good in the Social Impact and Community Investment section starting on [page 40](#) of this report.

New on-airport accommodation

Visitors to Sydney Airport can access a range of well-located on-airport hotel accommodation at various price points. The hotels are located within proximity to our international and domestic terminals.

This year, Aerotel - Australia's first airport transit hotel and arrivals lounge at T1 international terminal officially opened. With 15 rooms, the hotel is ideal for early morning departures and arrivals. The arrivals lounge provides a space for travellers to have something to eat, store luggage and grab a drink before they leave the airport altogether.

Last year we reported planning for a new 9-storey hotel situated next to Ibis and Mantra in the domestic terminal precinct was underway. We are currently refreshing our hotel strategy and will report the details in our next report.

P1 domestic car park

In December 2022, the 54-year-old P1 domestic car park was closed. The car park will be demolished and redeveloped, with the project to be used as a catalyst for improving the experience for customers and operators in the domestic precinct.

Just as we managed the initial closure, we will ensure passenger disruption is minimised and car parking customers will continue to be accommodated.



Access to and from the airport

Sydney Airport's ground transport network is made up of a range of different transportation modes to ensure travellers are on their way quickly and safely.

Sydney Gateway

Sydney Gateway continued construction this year. When complete, Sydney Gateway will provide a new route for around 10,000 trucks a day. This will divert trucks from local streets in Mascot by providing an alternative route, reduce travel times from a number of suburbs and congestion, and return local streets to the community.

Key arterial roads including Qantas Drive, Airport Drive, Eastern Distributor and O'Riordan Street are operating at capacity in peak times. The Sydney Gateway project will increase road capacity and deliver a new toll-free connection from the Sydney motorway network to the domestic and international terminals.

The Sydney Gateway project achieved several major milestones this year including more than 50 per cent project completion.

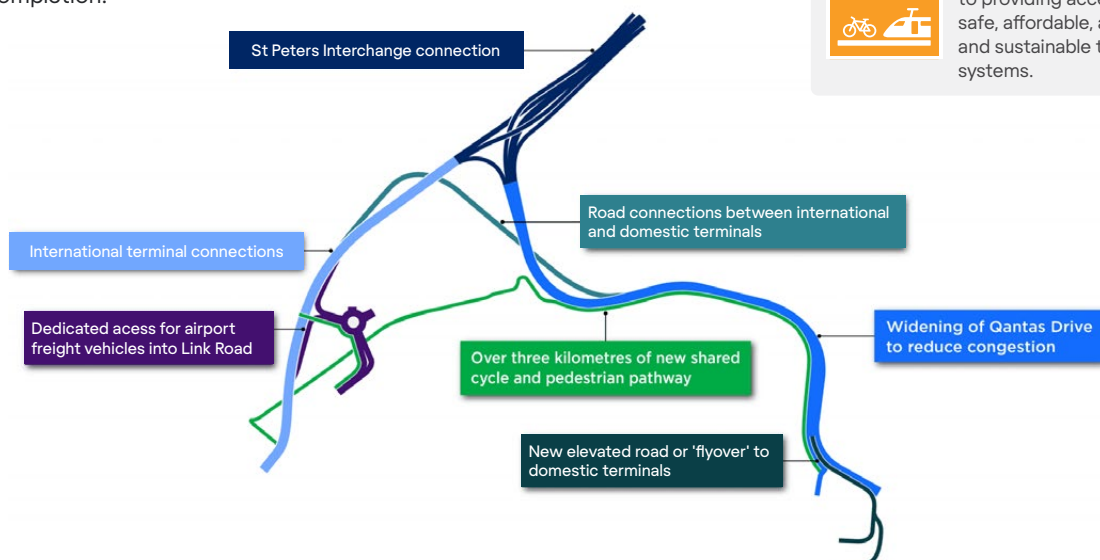
Sydney Airport worked with Transport for NSW (TfNSW) this year on the review and finalisation of the project's Construction Environmental Management Plan (CEMP). All future works will be conducted in accordance with the CEMP. The Gateway Road permanent wastewater treatment plant was commissioned during the year and is now operational. The plant is being used to treat groundwater generated during dewatering works.

Motorists travelling along Qantas Drive can now see the flyover taking shape west of Robey Street, Mascot. The start of the Arrivals ramp is currently being built along Sir Reginald Ansett Drive into the domestic airport precinct.

The large, double headstock on Sir Reginald Ansett Drive was safely installed in December 2022. The 18.5 metre precast concrete headstock weighing up to 200 tonnes was lifted into place with precision by mobile cranes. This headstock will carry the flyover as it divides into the two separate ramps.

The last building scheduled for demolition along Qantas Drive was successfully dismantled, with further road widening and utility installation activities planned near the Lancastrian Road overpass.

2023 will be the project's biggest year yet, with many major milestones and traffic changes expected across work sites.



TARGET 11-2 By supporting and investing in road and transport infrastructure we contribute to providing access to safe, affordable, accessible and sustainable transport systems.

Supporting our people & community



2022 performance highlights

75%

employee engagement score

39%

gender balance

↑ from 36% in 2021

\$3.4 million

in community contribution
as measured by B4SI

↑ from \$2.4 million in 2021

Our people

Employee attraction

The strength of our employees and partners' commitment was on display again this year as the operational recovery post-pandemic created a period of explosive growth and a unique set of challenges in rebuilding workforces to meet demand. As customers returned to our terminals, our airport community were busy rebuilding their workforce to keep up with travel demand.

To support our community and stakeholders, Sydney Airport hosted its first ever Jobs Fair on 16 June 2022. With more than 5,000 vacancies to fill across 800 different organisations, the Jobs Fair was a huge success with an estimated 2,500 of the 5,000 jobs filled, and some major employers at the airport hiring on the spot! Given the success of the event, and to meet the ongoing demand for staff, a second Jobs Fair 2.0 was held in September, in time for the school holiday peak period.

We also had a stand at the Sydney Jobs Fair hosted by the Australian Government at the International Convention Centre in June.

Work continued in rebuilding our own workforce too, as our Airport Ambassadors returned to our terminals in the wake of the pandemic. Since the return of the program, we have onboarded 20 new Ambassadors throughout the year, with two inductions held in May and October, growing our team to 95 Ambassadors across T1 International and T2 domestic terminals. By the end of 2022, our Airport Ambassadors had collectively achieved just over 16,000 volunteer hours.

Employee engagement

This year we celebrated the lifting of NSW Government quarantine restrictions with the opening of our newly renovated office on 28 February, enabling our corporate employees to return to the workplace again after extended periods of lock down. Meanwhile, our operational teams in the terminals were at the frontline of the operational recovery, helping to keep passenger queues moving, living our values and purpose every day in difficult circumstances.

Overall, our employees were presented with yet another challenging year as our workforce continued to rebuild. We conducted an employee engagement survey to understand how happy our people were to be working for us and whether they would recommend Sydney Airport as a great place to work.

Our 2022 engagement score was 75 per cent, with a participation rate of 88 per cent. This is an increase of 5 per cent on the 2019 result (the last time we ran a full engagement survey) and our score improved from the previous year.





Supporting our people

We continued our focus on the health and wellbeing of our people this year. We continued to enable our employees to take their two weeks' bonus leave offered in 2021, as it became increasingly difficult for people to take their bonus leave that year.

Our people continued to make use of the pandemic bonus leave provided to them in 2020 to ensure the overall work/life balance of employees is maintained.

Read more about our employee health and wellbeing program in the Safety section starting on [page 12](#) of this report.

Learning and development

Throughout the year, we focused on using the new functionalities of our Learning Management System 'Learn@SYD' by expanding the range and delivery method of learning and incorporating health and safety licences and qualifications to improve compliance monitoring.

We continued to offer our people access to courses by the Australian Institute of Management and LinkedIn Learning, as well as developing and offering a diverse range of airport specific training for our people. These ranged from safety and compliance training, leadership development, hidden disability training, cyber and technology training, and professional skill development.

We established a set of mandatory core training modules that all employees must complete within a set timeframe and introduced a monthly compliance process to ensure timely completion. This has positively impacted compliance culture at Sydney Airport, with completion rates consistently exceeding 95 per cent since May 2022.

A learning needs analysis process was established to support business needs and queries, assisting with the development or major update of 24 online training modules to meet safety and compliance training needs.

After two years of the pandemic, we reintroduced our 'Takeoff@SYD' induction program for our new starters, offering a range of tours to our operational areas such as ramp areas, airfield, and our Integrated Operations Centre.

We also launched our new Leadership Footprint in 2022. Created by our people, the leadership program outlines how we want our leaders to lead our people as individuals, and lead Sydney Airport as a whole, so we can achieve our purpose, strategy and values and enjoy our time together at work. These programs commenced in 2022 and will continue into 2023. We now have a long-term sustainable approach to embedding these skills and capabilities across all our leaders.

More than 20 hours of training was delivered on average per employee this year, exceeding our target to deliver 15 or more training hours per employee every year.

Diversity and inclusion

Sydney Airport's Diversity and Inclusion (D&I) Strategy has delivered strong cultural, process and policy foundations, supporting our position in the market as a 'great place to work'. In 2022 our new Belonging and Inclusion Action Plan for 2022-2025 was developed as a key driver of talent attraction, engagement and retention.



Gender equality

Gender equality continues to be a core focus of Sydney Airport. For us, this includes priorities like setting ongoing targets for gender equality across the company, normalising and embedding flexible work arrangements, and continuing to enhance the policies that matter most to our people – including our gender neutral paid parental leave policy.

Our gender pay equity ratio remained high this year at 96.3 per cent this year. Our new Board currently has 25 per cent female representation and we improved the overall female representation of our employees from 36 per cent in 2021 to over 39 per cent in 2022.

We were very close to achieving our company-wide target of 40:40:20 gender balance for the year, although we did achieve the target for key management and other executive/general manager levels. Of the 126 people we hired in 2022, 54 per cent were female.

Sydney Airport was proud to receive external recognition for our diversity and inclusion work this year, being ranked 66th in the Equileap top 100 companies for gender equality globally.

Family inclusive workplace

In May, Sydney Airport was listed as one of the first 70 organisations in Australia to become a certified Family Inclusive Workplace™.

Family Friendly Workplaces™ is a joint initiative led by United Nations Children's Fund (UNICEF) Australia and Parents At Work to create national work plus family standards for all Australian workplaces. It establishes a benchmark to better support employees juggling their work and family caring needs. This achievement demonstrates our commitment to raising the standards with policies and practices that embed a family inclusive workplace culture at Sydney Airport.

Our Parents At Work program provides our people with leading work plus family education, along with an abundance of resources for working parents, carers or managers. Employees have unlimited access to 'Families@SYD' with resources designed to support them through all stages of career and family life.

Raising awareness

Sydney Airport continued to work hard to raise awareness across a range of factors, including gender, cultural diversity and LGBTQIA+, during the year.

We were proud to be an official partner of Sydney's Gay and Lesbian Mardi Gras festival in February. To help celebrate, we installed rainbow decals on our baggage carousels and floor in T2 and T3 domestic terminals and a mural painting in the T2 domestic terminal concourse. We also partnered with the Sydney World Pride organisation this year, working with them to promote and support the global festival taking place in Sydney from February to March 2023.

To celebrate International Women's Day on 8 March, our 'Women@SYD' group organised a virtual panel session full of inspiring stories and insights about how we can create a fairer and more equal society. We also raised money to support the Bayside Women's Shelter in their mission to deliver critical services in our community.



We are proud to be an official partner of Sydney's Gay and Lesbian Mardi Gras festival.

Supporting our people and community

Our community

During 2022, we continued to work closely with the diverse stakeholders of our airport community. We continued to work with the Australian federal, state and local governments, New South Wales, and local governments on a range of issues during the year, including border and security issues, airspace management, environmental management, airport infrastructure projects, the review of Sydney Airport's Demand Management Scheme, community projects that are being partly funded by Sydney Airport, protection of land and planning laws, and aviation safety.

Engagement with our local community

We worked hard to maintain our relationship with the local community during a year in which operational recovery post-pandemic was challenging for many stakeholders.

The Sydney Airport Community Forum (SACF), which the Australian Government convenes, met once in 2022. SACF comprises state and federal Members of Parliament representing electorates in the vicinity of the airport as well as local mayors and other community representatives. As a member of SACF, Sydney Airport provides regular updates on relevant airport-related matters including ground transport and other development plans as well as aircraft noise and other environmental issues.

Sydney Airport engages 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. Sydney Airport distributes community notices to affected local communities in advance to advise them that there will be a temporary change in aircraft noise distribution.



Left to right: Jake Atkins (Sydney Airport), the Hon. Michael Daley MP (Member for Maroubra), Cr Christina Curry (Mayor Bayside Council), and Cr Jo Jansyn (Bayside Council)

Greening our local community – Bayside Council – Sydney Airport Joint Projects Fund

Sydney Airport also worked 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, Sydney Airport provides, through Council, more than \$1 million per annum for the Fund. Key community projects being funded include the upgrade of the Botany Aquatic Centre and tree planting in the Sir Joseph Banks Reserve.

The upgrade of the Botany Aquatic Centre will incorporate an integrated family and water play area with an aviation theme. The upgrade will be completed during winter 2023 ready for the summer season next year.

The Sir Joseph Banks Reserve project is a greening initiative to increase tree canopy in the local area. The initiative will see 150 trees planted, all native, locally endemic species that will provide habitat for wildlife and educational opportunities for children visiting the park. This project is due to be completed early 2023.

The joint fund will deliver a variety of community initiatives over the next 10 years with an investment of more than \$12 million.

Review of Sydney Airport Demand Management Scheme

In October 2020, the Australian Government commissioned Mr. Peter Harris AO to review the Demand Management Scheme at Sydney Airport. We consider there are important improvements that can be made to enhance the efficiency of airport operations, acknowledging impacts to the community, while also having beneficial emissions outcomes. These include sensible changes to a variety of regulations that would see Sydney Airport operate closer to its legislated cap of 80 movements per hour, an improved and enhanced regional access scheme, improved slot management and governance, and measures that support aviation's recovery from the impacts of the COVID-19 pandemic.

A series of technical working groups were established between the government, industry, and the community from August 2021 to March 2022. Our focus through this process was for the Australian Government to contemplate change over and above the Harris recommendations, as these alone will not improve efficiency at Sydney Airport.

The review is now being considered by the Australian Government with a decision on any reform to the Demand Management Scheme expected mid-2023. Any reforms would then be implemented 2023-2024.



Supporting our people and community

Social impact and community investment

This year marked the second year of our Social Impact Strategy, and we maintained our focus on the airport's purpose, to 'Make Sydney proud every day'. We centred our approach on being purpose-led across three pillars: people, procurement, and partners.

We outlined one strategic outcome to connect with our purpose and align to our Sustainability Strategy – to support our community and use our spend to do good. To achieve this outcome, we set two targets:

- Increase our contribution to the community by 10 per cent each year
- Increase our annual procurement with Indigenous businesses and social enterprises by 10 per cent each year

In 2022, our contribution to the community totalled \$3.3m combining community investment and social and Indigenous procurement, as verified by Business for Societal Impact (B4SI).

This includes \$2.2m of cash, time, in-kind donations, and management costs. Sydney Airport also facilitated additional contributions to our community from our customers and our people to the value of \$90,795 which is referred to as leverage in the B4SI framework.

Diverting our spend for good

Purpose-led procurement is a key pillar of our strategy, and we continued our efforts to drive broader social impact from our spend. In 2022, we purchased over \$1.1m worth of goods and services through social enterprises and Indigenous-owned businesses, exceeding our target by 85 per cent.

Diversifying our supply chain had a significant impact on key areas of need in the community including people with a disability, migrant and refugee communities, and victim/survivors of modern slavery.

Our teams continued to work with social and Indigenous enterprises through existing relationships and built new connections with The Freedom Hub, Kulbardi Water, Baidam Solutions, Aruma (Aussie Biscuits), Safety Pro Australia, TwoGood Co and many more.

These organisations delivered 10,300 hours of employment for beneficiaries and 103 hours of training through Sydney Airport's social procurement spend.



Trevor Gerber SYD100 Scholarship

We continued our long-standing partnership with the University of New South Wales (UNSW) and our commitment to supporting diversity in future aviation leaders. In 2022, we awarded the third Trevor Gerber SYD100 Scholarship to Jessie Huynh, a first-year Bachelor of commerce and aviation management student at UNSW.

Huynh's fascination of airports started at a young age with weekly trips to Mascot to watch planes take off and land where she dreamt of being part of the world of aviation.

"The scholarship means the world to me, it's a huge stepping-stone in realising my dream of becoming a part of Australia's growing aviation industry," Jessie said.

Furthering our commitment to supporting future leaders and creating genuine employment pathways, we developed an internship program for previous scholarship recipients that provides valuable skills development at the airport. Our first intern, and 2022 scholarship recipient Manmeet Kaur, completed her 10 week internship with our operations team in 2022 and recently accepted a permanent position with Sydney Airport.

To strengthen the pipeline for incoming aviation students, we took part in UNSW's Current Affairs in Aviation short course for high school students. Our General Manager of Operations spoke to students about work-integrated learning, career pathways, and graduate attributes the industry values.

This year Sydney Airport also provided guidance on creating industry-ready graduates through UNSW's Industry Advisory Committee.



Left to right: 2021 scholarship recipient Hoang Thai Tran, and 2022 recipient Jessie Huynh

Our community



Our T1 international terminal arrivals forecourt project was a challenging, large-scale project, where members of the Wildflower - Gardens for Good team oversaw the landscaping of 35,000 new plants. Our ongoing partnership with Wildflower during the maintenance period aims to provide safe and meaningful work for people facing barriers to employment.

We are proud to celebrate the language of our local community in our refreshed T1 international terminal arrivals forecourt and collaborated with our long-standing partner, Gujaga Foundation to include a connection to Dharawal language and culture. A feature of the new T1 international terminal arrivals forecourt are several statuesque Cabbage Tree Palms, called dharawal by the Aboriginal people of Gamay, Botany Bay:

Broadening our Indigenous connection

In 2022, we continued to meaningfully engage with Sydney's Indigenous community, beginning new partnerships with ID Know Yourself and Wildflower – Gardens for Good.

ID Know Yourself is a not-for-profit organisation that supports Aboriginal children in Out of Home Care. The program aims to establish belonging by helping the children build connection to culture and identity, while facilitating the development of practical life skills and building independence.

Our partnership sees the program's mentees visit Sydney Airport to meet our team and learn about how an airport operates both inside the terminal and on the airfield. The partnership connects our Indigenous staff members with the Sydney community and provides mentoring opportunities.

CEO Isaiah Dawe visited Sydney Airport for National Reconciliation Week to share his story and how he founded ID Know Yourself.



We are diversifying our supply chain to support marginalised communities through spend with social enterprises and Indigenous-owned businesses.

"Dharawal is... the name of the Cabbage Tree Palm, the overarching spirit ancestor (totem) for people that speak the Dharawal language and belong to the Dharawal nation.

First Nations uses of the Cabbage Tree Palm (include) 'baskets from the leaves; eat the middle of the trunk; ropes, nets and traps from leaf base.' These plants are landscape markers for Dharawal campsites. They are also Dharawal ceremonial trees."

Source: Elders of La Perouse Aboriginal community through Gujaga Foundation.

Passengers will also be welcomed to Sydney in Dharawal through sandstone inscriptions throughout the forecourt:

naggangbi, gamay nhay

Hello/Welcome this is Botany Bay

gamaydha dharamabi njinjang

You are standing here at Gamay



Making Sydney proud every day

In 2022, our people volunteered 846 hours with a variety of organisations including Raise Foundation, Bayside Women's Shelter and ID Know Yourself.

We continued our partnership with Raise Foundation, a not-for-profit organisation that provides volunteer mentoring for teenagers in high schools across Australia. The program supports young people to cope with life's challenges and find their future path. In 2022, 11 Sydney Airport staff volunteered their time across the 22-week program to mentor at Canterbury Boys' High School.

Economic contribution

Sydney Airport and our partner organisations worked hard this year to contribute to Australia's economic recovery and connectivity post-pandemic. We helped facilitate connection to the world, enabling trade and tourism, and serviced the needs of our communities by providing access to transport and freight, medical and social services, business and tourism.

The following economic value contributions shown below are based on the Southern Cross Airports Corporation Holdings (SCACH) consolidated financial report:

- \$1.13 billion of direct economic value generated in the form of revenue (includes Security and Other revenue)
- \$1.09 billion of economic value distributed in the form of operating costs, payments to employees and government, payments to providers of capital and community investments
- \$39.9 million in economic value retained
- \$305.9m in capital investment on prioritising critical projects that target asset resilience, safety and security

Sydney Airport's direct economic value is 68.9 per cent of revenue in 2019 indicating that recovery is on track to near pre-pandemic levels. We will continue to work hard to maintain Sydney as Australia's international gateway.



Our reliable and resilient airport infrastructure supports economic development and wellbeing.

Performance data

The data covers the performance and activities over which Sydney Airport had operational control during all, or part of, the year ended 31 December 2022.

For the years prior to 2020, environmental data sets (emissions, energy, waste, water, noise and environmental spills) were reported for 1 July to 30 June, in line with Sydney Airport's regulatory environmental reporting obligations. In 2020, this transitioned to a calendar year data set to align with all other data sets.

From July 2019, emissions, water and waste data from T3 domestic terminal is included in our environmental reporting in line with the handover of T3 domestic terminal operations to Sydney Airport.

In October 2020, Sydney Airport assumed ownership of the Jet Fuel Infrastructure at the airport. Energy, emissions and water data is included in 2020 performance data for the three month period, and the full year from 2021 onwards.

Commitments and data points reported heavily impacted by the COVID-19 pandemic are asterisked (*) in the tables below and may represent an anomaly in trend performance year on year.

General metrics	2022	2021	2020	2019	2018
Revenue (AU\$ million)	1,030 ¹	620.6	803.7	1,639.7	1,584.7
Number of passengers (million)	29.12	7.93	11.24	44.4	44.4
Number of domestic passengers ² (million)	20.89	7.17	7.45	27.5	27.7
Number of international passengers (million)	8.23	0.75	3.79	16.9	16.7
Total number of aircraft movements ('000s)	276.93	139.7 ³	137.3	348.7	349.6
Total number of employees	493	469	436	508	487

Health, safety and security	2022	2021	2020	2019	2018
Injuries and injury rates					
Injuries by type - Employees					
Fatalities	0	0	0	0	0
Lost time ⁴	6	2	6	6	10
Medical treatment	6	8	3 ⁵	8	8
Injuries by type - Service providers⁶					
Fatalities	0	0	0	0	0
Lost time	5	6	13	14	9
Medical treatment	11	0	6	11	16
Hours worked					
Employees	956,089	703,593	931,084	931,675	1,043,209
Service providers	2,283,082	1,314,981	1,616,160	2,882,777	2,961,796
Lost Time Injury Frequency Rate (LTIFR)⁷					
Employees	6.3	2.6	5.4	6.4	9.6
Service providers	2.2	4.5	8.0	4.9	3.0
Total Recordable Injury Frequency Rate (TRIFR)					
Employees	12.6	12.9	9.7	15.0	17.3
Service providers	7.0	4.5	11.8	8.7	8.4

1. Total Revenue excludes Security recovery and Other revenue.

2. Includes T2 and T3 domestic terminals.

3. Number updated for accuracy based on internal data reviews.

4. LTI is a work-related injury that results in at least one full day or shift being lost after the day in which the injury or illness occurred.

5. One MTI injury that occurred in 2020 was recently downgraded to an LTI classification. This has been updated accordingly in the 2022 performance data.

6. Service providers (including cleaning, security, curb side management, waste management, parking and trolleys and bussing) engaged by Sydney Airport.

7. Represents the number of LTIs per one million hours worked.



Performance data

Health, safety and security	2022	2021	2020	2019	2018
Other rates					
Passenger incident rate ⁸	1.2	1.0	1.3	0.9	1.0
Absenteeism rate	2.07	1.80	2.08	—	2.13
Training hours and inspections					
Safety training hours	4,084	3,128	1,699	1,891	2,762
Number of safety walks and talks	563 ⁹	632	736	840	—
% of people leaders completing four safety walks	100	96	96	—	—
# of staff trained in mental health first aid	37	9	34	—	—
Aviation safety					
Aviation safety hours	16,370 ¹⁰	8,170	7,687	6,287	8,297
Wildlife strikes ¹¹	2.76	4.21	2.4	2.33	1.2
Cyber security					
Number of reportable data security breaches	0	0	0	—	—
Number of breaches involving confidential information	0	0	0	—	—
Number of customers affected	0	0	0	—	—
Environment¹²	2022	2021	2020	2018-19	2017-18
Greenhouse gas emissions (tCO₂e)					
Total Scope 1 & 2 (Location based) ¹³	80,949	71,382	75,854	83,620	86,916
Scope 1	6,603	5,886	5,612	5,755	5,569
Natural gas	5,251	4,938	4,316	4,080	3,550
Stationary fuels	114	122	140	134	167
Transport fuels	756	476	838	1,270	1,585
Other	476	350	319	271	267
Scope 2¹⁴	74,346	65,496	70,242	77,865	81,347
Electricity	74,346	65,496	70,242	77,865	81,347
Scope 3	450,169	234,538*	276,821*	883,983	884,304
Landing and take off	279,958	151,482	165,121	431,445	428,924
Ground support equipment	11,659	5,886	6,005	29,380	29,016
Auxiliary power unit	11,037	5,810	6,150	49,247	52,147
Surface access	96,044	27,226	37,594	289,583	288,985
Third party energy	44,305	41,555	58,320	74,491	25,338
Waste	6,415	2,015	3,021	8,968	9,747
Engine testing	490	488	452	696	751
Corporate travel	192	15	53	81	133
Aviation rescue and fire fighting	70	61	105	92	110

8. Represents the number of first aid and medical treatment injuries per 100,000 passengers.

9. A methodology change to this metric occurred in 2022.

10. A significant increase in aviation safety hours occurred in 2022 due to an increase in staff and a methodology change to the calculation.

11. Wildlife strikes per 10,000 aircraft movements.

12. Data from 2020 onwards is in line with the calendar year and includes T3 domestic terminal.

13. GHG inventory is compiled in line with the National Greenhouse and Energy Reporting Act and the National Greenhouse Accounts Factors.

14. Consists 100 per cent of electricity consumption by Sydney Airport Corporation Limited.

* Result impacted by COVID-19 pandemic and may represent an anomaly trend in performance year on year.

Performance data

Environment ¹²	2022	2021	2020	2018-19	2017-18
Emissions intensity					
Total emissions Intensity ¹⁵ (kgCO ₂ e/ PAX)	2.75	8.9*	6.7*	2.4	2.6
Total emissions Intensity ¹⁶ (kgCO ₂ e/ m ²)	104.8	92.7	101.5	111.38	—
Carbon Offsetting (tCO₂e)					
Total offsets	947	1,044	785	N/A	784
Energy					
Total energy consumption (GJ)	452,802	404,825	412,564	446,544	447,635
Natural gas	101,910	95,819	83,758	79,184	68,893
Stationary fuels	1,630	1,745	1,815	1,924	2,391
Transport fuels	7,988	6,842	12,007	18,067	22,577
Electricity (excl. renewables)	338,792	297,735	312,184	344,607	352,831
Renewable	2,429	2,684	2,800	2,763	943
Other air emissions (kg)¹⁷					
Carbon Monoxide (CO)	4,845	4,751	4,029	3,708	3,700
Oxides of Nitrogen (NO _x)	7,187	7,291	5,705	6,670	6,700
Oxides of Sulphur (SO _x)	50	47	45	34	34
Volatile Organic Compounds (VOC) ¹⁸	4,933 ¹⁹	641,627 ²⁰	154,601 ²¹	461	460
Suspended Particulate Matter (PM ₁₀)	552	530	415	417	420
Suspended Particulate Matter (PM _{2.5})	543	523	412	414	420
Water					
Total water consumption (KL)	590,930	453,494*	480,076*	705,702	617,891
Potable water consumption	411,373	323,196	328,255	526,698	465,960
Ground water	23	178	244	534	1,263
Water recycled (and consumed)	179,534	130,120	151,577	178,141	150,668
Total water recycled (%)	30%	29%	32%	25%	24%
Total water recycled T1 (%) ²²	31%	35%	36%	30%	30%
Water intensity					
Total potable water intensity (L/PAX) ²³	20	57	43	21	18
Environmental Spills					
Number of large spills (>100m ²)	3	2	1	4	4
Noise					
Noise complaints and breaches	2	0	2	2	10
Number of aircraft engine operating Procedure breaches	0	0	0	0	12

15. Calculated by dividing total Scope 1 and 2 emissions by total number of passengers. Offsets purchased for Scope 1 emissions deducted. Includes T3 domestic terminal from 2020 onwards.

16. Calculated by dividing total Scope 1 and 2 emissions by total floor area (excludes transport-related Scope 1 emissions). Offsets purchased for Scope 1 emissions deducted. Includes T3 domestic terminal from 2020 onwards.

17. 2020 and 2021 calculated using partly extrapolated figures for fourth quarter.

18. Increase from 2020 due to Sydney Airport taking ownership of the Jet Fuel Infrastructure (JFI) in 2020.

19. 2022 VOC emissions for the Jet Fuel Infrastructure calculated using the US EPA TANKS v4.09D emission estimation software.

20. 2021 VOC emissions for the Jet Fuel Infrastructure calculated using the NPI EET Manual method.

21. 2020 VOC emissions for the Jet Fuel Infrastructure calculated using the NPI EET Manual method.

22. Calculated by dividing total water consumption (L) by the total number of passengers. Includes T3 domestic terminal from 2020 onwards.

23. Calculated by dividing total water consumption by the total number of passengers. Includes T3 domestic terminal from 2020 onwards.

* Result impacted by COVID-19 pandemic and may represent an anomaly trend in performance year on year.



Performance data

Environment ¹²	2022		2021		2020		2018-19		2017-18	
Waste ²⁴										
Waste generated (tonnes)	4,273		1,544*		2,325*		6,360		6,489	
Hazardous waste (quarantine)	890		134 ²⁵		454		1,772		1,704	
Non-hazardous waste ²⁶	3,382		1,409		1,870		4,588		4,785	
Waste disposal (tonnes)	4,273		1,544*		2,325*		6,360		6,489	
Recycled waste (including e-waste and green waste)	1,408		552		795		1,990		2,052	
Quarantine waste	890		134		454		1,772		1,704	
Waste to landfill	1,841		793		1,034		2,598		2,733	
Organics recovery	133		57		42					
Total waste recycled (%) ²⁷	45.6		43.7		44.7		43.0		43.0	
Waste intensity (kg/PAX) ²⁸	0.15		0.19		0.21		0.19		0.19	
Biodiversity										
Habitat maintained (Ha)	11.6		11.45		10.9		10		0	
Habitat enhanced or restored (Ha)	0		0.15		0.55		0		10	
Habitat protected (Ha)	23		23		23		23		23	
Customer	2022		2021 ²⁹		2020 ³⁰		2019		2018	
Customer satisfaction (out of five)										
International	3.83		—		4.29		4.21		4.13	
Domestic	3.87		—		4.21		4.16		4.14	
Ambience										
International	3.65		—		4.36		4.28		4.22	
Domestic	3.61		—		4.21		4.20		4.14	
Cleanliness										
International	3.81		—		4.37		4.31		4.27	
Domestic	3.79		—		4.25		4.22		4.19	
Wayfinding										
International	3.85		—		4.23		4.19		4.12	
Domestic	3.90		—		4.3		4.25		4.21	
People and Organisation ³¹	2022		2021		2020		2019		2018	
Total employees	522		469		436		508		487	
Total Workforce by employment type	M	F	M	F	M	F	M	F		
Permanent full time	291	167	290	147	276	139	300	170	435	
Permanent part time	1	14	1	14	3	12	10	19	30	
Fixed term full time	23	22	6	10	1	2	2	7	20	
Fixed term part time	1	3	1	0	3	0	0	0	2	
Casual	0	0	0	0	0	0	0	0	0	

24. Excludes waste generated on aircraft, Qantas Premium Lounge and construction waste.

25. 2021 data has been corrected due to a reporting error in the prior year (Hazardous waste inverted with Non-Hazardous Waste).

26. Includes non-quarantine solid and liquid wastes.

27. Excludes quarantine waste.

28. Calculated by dividing total hazardous and non-hazardous in kilograms by the number of passengers. Includes T3 domestic terminal from 2020 onwards.

29. Customer satisfaction data for 2020 reported for Q1 only due to COVID-19 pandemic.

30. Surveys not undertaken in 2021 due to COVID-19 pandemic. Number updated for accuracy based on internal data reviews.

31. Gender based reporting by category and age adopted in reporting from 2019 onwards.

* Result impacted by COVID-19 pandemic and may represent an anomaly trend in performance year on year.

Performance data

People and Organisation ³¹	2022		2021		2020		2019		2018	
Total Workforce by age	M	F	M	F	M	F	M	F		
<30	20	17	22	10	18	12	26	20	106	
30-50	185	150	181	130	185	113	197	142	297	
>50	111	39	95	31	79	28	89	34	84	
Total Workforce by category	M	F	M	F	M	F	M	F		
Board	9	3	4	2	5	2	5	2	—	
CEO	1	0	1	0	1	0	1	0	—	
Other executive/General Manager	9	7	9	8	9	6	12	7	—	
Senior Manager	22	12	23	12	16	11	10	11	—	
Other Manager	39	44	37	26	55	24	47	23	—	
Professional	129	112	127	95	102	77	142	110	—	
Technical and trade	110	3	97	3	93	11	96	10	—	
Administration and clerical	6	28	4	27	2	22	4	35	—	
Diversity										
Diversity in the total workforce										
Number of female employees	206		171		153		196		189	
Female representation overall (%)	39		36		35		39		39	
% of females in management roles	47		35		34		37		35	
Female representation by category										
Board	25%		33%		29%		29%		25%	
CEO	0%		0%		0%		0%		0%	
Other executive/General Manager	44%		47%		40%		37%			
Senior Manager	35%		34%		41%		52%		45%	
Other Manager	53%		41%		30%		33%		33%	
Professional	46%		43%		43%		44% ³²		46%	
Technical and trade	3%		3%		11%		9%*		3%	
Administration and clerical	82%		87%		92%		90%		82%	
Pay equity ³³										
Gender pay equity ratio	96.3		97.6		99.8		95.9		93.4	
Recruitment and retention										
New hires										
Total number of new hires	126		92		62		96		106	
	M	F	M	F	M	F	M	F	M	F
New hires by gender (%)	46	54	51	49	56	44	55	45	57	45
Turnover rate										
Total turnover rate	15		14		33		19		14	
Voluntary employee turnover rate (%)	11		11		11		12		10	
Involuntary employee turnover rate (%)	4		3		22		7		4	
Turnover rate by age and gender (%)	M	F	M	F	M	F	M	F		
<30	0	1	0	2	2	2	1	1	—	
30-50	2	0	7	12	10	13	6	7	—	
>50	6	5	7	6	4	2	2	2	—	

32. Number updated for accuracy based on internal data reviews.

33. Calculated on base salary and superannuation.

* Result impacted by COVID-19 pandemic and may represent an anomaly trend in performance year on year.



Performance data

People and Organisation ³¹	2022	2021	2020	2019	2018
Collective bargaining agreements					
Employees in collective bargaining agreements (%)	37	35	35	36	40
Internal movement and opportunities					
Internal recruitment (%)	6	21	31	31	48
Employees promoted (%)	2	17	11	15	—
Employee engagement					
% employees participated	88	82	86	86	—
Total employee engagement score	75	78 ³⁴	80	70	—
	M F	M F	M F	M F	
Employee engagement score by gender	75 76	79 84	81 78	71 66	—
Training					
Average training hours and spend					
Total average hours of training per employee	20.3	16.2	9.6	15.5	14.1
Average amount spent per employee on training (AUD\$)	1,951	431	719	1,157	1,289
Whistleblower reports					
Number of whistleblower reports	3	8	2	1	0
Number of substantiated whistleblower reports	0	0	0	0	0
Compliance with laws and regulations					
Value of fines paid for non-compliance (\$AU million)	0	0	0	0	0
Number of ongoing investigations for non-compliance	0	0	0	0	0
Contributions and Donations					
Value of political donations (\$AUD) ³⁵	\$1,300	\$1,000	\$1,990	\$36,045	\$11,500
Supplier Code of Conduct					
Suppliers who have signed contracts which reference Sydney Airport's code of conduct (%)	100	100	—	—	—

Community	2022	2021	2020	2019	2018
Community Contribution					
Total community investment ³⁶ (AU\$ million)	2.26	1.86	2.7	5.2	5.7
Social and Indigenous procurement (AU\$ million)	1.11	0.57	—	—	—
Employee participation					
Volunteer hours	846	1,267	1,982	185	202
Employees participating in payroll giving (%)	1	3	3	3	3

34. Employee Engagement survey was not conducted in 2021. This result is the average score for a Pulse Survey conducted in October.

35. Includes the annual total monetary contribution to and spending for political campaigns and political organisations. This includes attendances at political events and conferences.

36. Calculated and verified in accordance with the Business For Societal Impact framework in 2021, and the London Benchmarking Group (LBG) Australia and New Zealand framework prior to 2021. See the community investment section of this report for the cost breakdown.

Other information

GRI content index

Statement of use

Sydney Aviation Alliance Holdings Pty Limited has reported the information cited in this GRI content index for the period 1 January 2022 to 31 December 2022 with reference to the GRI Standards.

GRI used

GRI 1: Foundation 2021

GRI Standard	Disclosure Title	Disclosure/Location
GRI 2: General Disclosures 2021		
2-1	Name of the organisation	2022 Sustainability Report – About Sydney Airport
2-2	Entities included in sustainability reporting	Sydney Aviation Alliance Holdings Pty Limited Southern Cross Airports Corporation Holdings Limited Sydney Airport Corporation Limited
2-3	Reporting period, frequency and contact details	Reporting period: 1 January 2022 to 31 December 2022 Frequency: annual Contact point: sustainability@syd.com.au Publication date: 8 May 2023
2-4	Restatements of information	Restatements have been footnoted in the Performance data section of the 2022 Sustainability Report where applicable
2-5	External assurance	2022 Sustainability Report – Limited assurance statement
2-6	Activities, value chain and other business relationships	2022 Sustainability Report – About Sydney Airport 2022 Sustainability Report – Our approach to sustainability > Aviation recovery post-pandemic 2022 Modern Slavery Statement SYD website – Corporate > Partner with us; Join us
2-7	Employees	2022 Sustainability Report – Performance data > People and organisation
Governance		
2-9	Governance structure and composition	SYD website – Corporate > About > Board and management SYD website – Corporate > Sustainability > Governance
2-11	Chair of the highest governance body	SYD website – Corporate > About > Board and management
2-12	Roles of the highest governance body in overseeing the management of impacts	2022 Sustainability Report – Our approach to sustainability SYD website – Corporate > Sustainability > Governance
2-14	Role of the highest governance body in sustainability reporting	2022 Sustainability Report – Our approach to sustainability SYD website – Corporate > Sustainability > Governance; Sustainability
2-16	Communication of critical concerns	2022 Sustainability Report – Fair and ethical business 2022 Sustainability Report – Performance data > People and organisation SYD website – Corporate > Sustainability > Fair and ethical business > Sydney Airport Code of Conduct; Whistleblower Policy
2-17	Collective knowledge of the highest governance body	2022 Sustainability Report – Climate resilience 2022 TCFD Report



Other information

GRI content index

GRI Standard	Disclosure Title	Disclosure/Location
Strategy, policies and practices		
2-22	Statement on sustainable development strategy	2022 Sustainability Report – Chairman and CEO message
2-23	Policy commitments	2022 Sustainability Report – Fair and ethical business SYD website – Corporate > Sustainability > Fair and ethical business > Sydney Airport Code of Conduct; Human Rights Policy; Environment Policy; Risk Management Policy
2-26	Mechanisms for seeking advice and raising concerns	2022 Sustainability Report – Fair and ethical business SYD website – Corporate > Sustainability > Fair and ethical business > Sydney Airport Code of Conduct; Whistleblower Policy
2-27	Compliance with laws and regulations	2022 Sustainability Report – Performance data > Compliance with laws and regulations
2-28	Membership of associations	Current memberships maintained across the company: <ul style="list-style-type: none"> • Airports Council International • Australian Airports Association • Botany Bay Business Enterprise Centre • Business Council of Australia • Infrastructure Partnerships Australia • Property Council of Australia (NSW) • Tourism and Transport Forum Australia (TTF) • Business Sydney
Stakeholder engagement		
2-29	Approach to stakeholder engagement	2022 Sustainability Report – Stakeholder engagement SYD website – Corporate > Sustainability > Stakeholder engagement
2-30	Collective bargaining agreements	2022 Sustainability Report – Performance data > People and organisation For employees that are not covered by a collective bargaining agreement, the working conditions and terms of employment are stipulated in individual employment contracts and governed by the Fair Work Act 2009 (National Employment Standards).
Material topics		
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	2022 Sustainability Report – Material issues
3-2	List of material topics	2022 Sustainability Report – Material issues
Safety		
3-3	Management of material topics	2022 Sustainability Report – Safety
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	2022 Sustainability Report – Safety SYD website – Corporate > About > Corporate governance > Safety policy statement
403-9	Work-related injuries	2022 Sustainability Report – Safety 2022 Sustainability Report – Performance data > Health, safety and security

Other information

GRI content index

GRI Standard	Disclosure Title	Disclosure/Location
Security		
3-3	Management of material topics	2022 Sustainability Report – Material issues 2022 Sustainability Report – Security SYD website – Corporate > Sustainability > Safety and security
Climate change		
3-3	Management of material topics	2022 Sustainability Report – Material issues 2022 Sustainability Report – Climate resilience 2022 TCFD Report SYD website – Corporate > Sustainability > Climate resilience
GRI 201: Economic Performance 2016		
201-2	Financial implications and other risks and opportunities due to climate change	2022 Sustainability Report – Climate resilience 2022 TCFD Report SYD website – Corporate > Sustainability > Climate resilience
Customer experience		
3-3	Management of material topics	2022 Sustainability Report – Material issues 2022 Sustainability Report – Sustainable design and development – Customer experience
Own indicator	Customer satisfaction	2022 Sustainability Report – Performance data > Customer
Own indicator	Passenger incident rate	2022 Sustainability Report – Performance data > Health, safety and security
Employee, attraction and development		
3-3	Management of material topics	2022 Sustainability Report – Material issues 2022 Sustainability Report – Our people SYD website – Corporate > Sustainability > People SYD website – Corporate > Join us > Employee benefits
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	2022 Sustainability Report – Our people 2022 Sustainability Report – Performance data > People and organisation
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	2022 Sustainability Report – Our people 2022 Sustainability Report – Performance data > People and organisation
404-2	Programs for upgrading employee skills and transition assistance programs	2022 Sustainability Report – Our people SYD website – Corporate > Sustainability > People
Environmental management		
3-3	Management of material topics	2022 Sustainability Report – Material issues 2022 Sustainability Report – Environmental management SYD website – Corporate > Sustainability > Environment



Other information

GRI content index

GRI Standard	Disclosure Title	Disclosure/Location
GRI 302: Energy 2016		
302-1	Energy consumption within the organisation	2022 Sustainability Report – Environmental management 2022 Sustainability Report – Performance data > Environment
302-3	Energy intensity	2022 Sustainability Report – Environmental management 2022 Sustainability Report – Performance data > Environment
302-4	Reduction in energy consumption	2022 Sustainability Report – Environmental management
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	2022 Sustainability Report – Environmental management 2022 Sustainability Report – Performance data > Environment
305-2	Energy indirect (Scope 2) GHG emissions	2022 Sustainability Report – Environmental management 2022 Sustainability Report – Performance data > Environment
305-3	Other indirect (Scope 3) GHG emissions	2022 Sustainability Report – Environmental management 2022 Sustainability Report – Performance data > Environment
305-4	GHG emissions intensity	2022 Sustainability Report – Performance data > Environment
GRI 303: Water and Effluents 2018		
303-5	Water consumption	2022 Sustainability Report – Environmental management 2022 Sustainability Report – Performance data > Environment
GRI 306: Effluents and Waste 2016		
306-2	Waste by type and disposal method	2022 Sustainability Report – Environmental management 2022 Sustainability Report – Performance data > Environment
306-3	Significant spills	2022 Sustainability Report – Performance data > Environment
GRI 304: Biodiversity 2016		
304-3	Habitats protected or restored	2022 Sustainability Report – Environmental management 2022 Sustainability Report – Performance data > Environment SYD website – Corporate > Sustainability > Environment > Biodiversity
Airspace and airfield operational efficiency		
3-3	Management of material topics	2022 Sustainability Report – Material issues 2022 Sustainability Report – Sustainable design and development – Airspace and airfield efficiency SYD website – Corporate > Sustainability > Operational efficiency and continuous improvement; Stakeholder engagement
Operational efficiency and continuous improvement		
3-3	Management of material topics	2022 Sustainability Report – Material issues 2022 Sustainability Report – Sustainable design and development – Airfield efficiency SYD website – Corporate > Sustainability > Operational efficiency and continuous improvement; Business continuity and resilience

Other information

GRI content index

GRI Standard	Disclosure Title	Disclosure/Location
Sustainable design and development		
3-3	Management of material topics	2022 Sustainability Report – Material issues 2022 Sustainability Report – Sustainable design and development SYD website – Corporate > Sustainability > Sustainable design and development
Cyber security, technology and innovation		
3-3	Management of material topics	2022 Sustainability Report – Material issues 2022 Sustainability Report – Technology and cyber security SYD website – Corporate > Sustainability > Cyber security, technology and innovation
Own indicator	Reportable cyber security breaches	2022 Sustainability Report – Security 2022 Sustainability Report – Performance data > Health, safety and security
Fair and ethical business		
3-3	Management of material topics	2022 Sustainability Report – Material issues 2022 Sustainability Report – Fair and ethical business 2022 Modern Slavery Statement SYD website – Corporate > Sustainability > Fair and ethical business
Own indicator	Suppliers assessed against the expectations set out in the Supplier Code of Conduct	2022 Sustainability Report – Performance data > Supplier Code of Conduct
GRI 415: Public Policy 2016		
415-1	Political Contributions	2022 Sustainability Report – Performance data > Political contributions
Business continuity and resilience		
3-3	Management of material topics	2022 Sustainability Report – Material issues 2022 Sustainability Report – Security SYD website – Corporate > Sustainability > Business continuity and resilience
Diversity and inclusion		
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	2022 Sustainability Report – Our people 2022 Sustainability Report – Performance data > People and organisation
405-2	Ratio of basic salary and remuneration of women to men	2022 Sustainability Report – Our people 2022 Sustainability Report – Performance data > People and organisation
Access to and from the airport		
3-3	Management of material topics	2022 Sustainability Report – Material issues 2022 Sustainability Report – Sustainable design and development SYD website – Plan your airport journey



Other information

GRI content index

GRI Standard	Disclosure Title	Disclosure/Location
Community investment and engagement		
3-3	Management of material topics	2022 Sustainability Report – Material issues 2022 Sustainability Report – Engagement with our local community SYD website – Corporate > Sustainability > Stakeholder engagement/Community
Own indicator	Community investment	2022 Sustainability Report – Material issues 2022 Sustainability Report – Social impact and community investment 2022 Sustainability Report – Performance data > Community SYD website – Corporate > Sustainability > Community
Aircraft noise		
3-3	Management of material topics	2022 Sustainability Report – Material issues 2022 Sustainability Report – Environmental management 2022 Sustainability Report – Engagement with our local community 2022 Sustainability Report – Performance data > Environment > Noise SYD website – Corporate > Sustainability > Community > Aircraft noise
Economic contribution		
GRI 201: Economic Performance 2016		
3-3	Management of material topics	2022 Sustainability Report – Material issues 2022 Sustainability Report – Economic contribution
201-1	Direct economic value generated and distributed	2022 Sustainability Report – Economic contribution 2022 Sustainability Report – Performance data > General metrics
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	2022 Sustainability Report – Sustainable design and development 2022 Sustainability Report – Economic contribution
203-2	Significant indirect economic impacts	2022 Sustainability Report – Material issues 2022 Sustainability Report – Economic contribution SYD website – Corporate > Economic Contribution of Sydney Airport

Other information

SASB Index



The Sustainability Standards Accounting Board (SASB) guides the disclosure of financially material sustainability data and classifies Sydney Airport under the Professional and Commercial Services sector.

We have included all financially material topics under Professional and Commercial Services, our assigned sector, as well as material topics from the Real Estate, Airline, Leisure Facilities and Air Freight sectors where relevant.

SASB Sector: Professional and commercial services	Reference	SYD disclosure/reference
Topic: Data security		
Description of approach to identifying and addressing data security risks	SV-PS 230a.1	2022 Sustainability Report – Technology and cyber security SYD website – Corporate > Sustainability > Cyber security, technology and innovation
Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS 230a.2	SYD website – Corporate > Sustainability > Cyber security, technology and innovation SYD website – Privacy
(1) Number of data breaches, (2) percentage involving customers' confidential business information or personally identifiable information (3) number of customers affected	SV-PS 230a.3	2022 Sustainability Report – Technology and cyber security 2022 Sustainability Report – Performance data > Health, Safety and Security
Topic: Workforce diversity and engagement		
Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	SV-PS 330a.1	2022 Sustainability Report – Our people 2022 Sustainability Report – Performance data > People and organisation
(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS 330a.2	
Employee engagement as a percentage	SV-PS 330a.3	
Topic: Professional integrity		
Description of approach to ensuring professional integrity	SV-PS 510a.1	2022 Sustainability Report – Fair and ethical business SYD website – Corporate > Sustainability > Fair and ethical business SYD website – Corporate > About > Corporate governance > Sydney Airport Code of Conduct
Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS 510a.2	Zero monetary losses or fines attributable to professional integrity or anticompetitive behaviour
Activity metrics		
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SV-PS-000.A	2022 Sustainability Report – Performance data > People and organisation
Employee hours worked	SV-PS-000.B	956,089 hours



Other information

SASB Index

	Other relevant SASB metrics	Reference	SYD disclosure/reference
Greenhouse gas emissions			
Airline	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TR-AF 10a.2 TR-AL 110a.2	2022 Sustainability Report – Environmental management; Climate resilience SYD website – Corporate > Sustainability > Climate resilience
Airline	Gross global Scope 1 emissions	TR-AF 110a.1 TR-AL 110a.1	2022 Sustainability Report – Performance data > Environment (1) 316 KL (2) 0.06% (3) 0%
Airline	(1) Total fuel consumed, (2) percentage alternative, (3) percentage sustainable	TR-AF 110a.3 TR-AL 110a.3	
Energy management			
Real Estate Leisure	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	SV-LF 130a.1 IF-RE 130a.2	2022 Sustainability Report – Performance data > Environment (1) 453,098 GJ (2) 74.77% (3) 0.54%
Climate adaptation			
Real Estate	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	IF-RE 450a.2	2022 TCFD Report 2022 Sustainability Report – Climate resilience SYD website - Corporate > Sustainability > Climate resilience
Air quality			
Air Freight	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , and (3) particulate matter (PM ₁₀)	TR-AF 120a.1	2022 Sustainability Report – Performance data > Environment
Employee health and safety			
Air Freight	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	TR-AF 320a.1	2022 Sustainability Report – Performance data > Health, safety and security
Accident and safety management			
Airline	Description of implementation and outcomes of a Safety Management System	TR-AF 540a.1 TR-AL-540a.1	SYD website – Corporate > Sustainability > Health, safety and security 2022 Sustainability Report – Safety
Airline	Number of aviation accidents	TR-AF 540a.2 TR-AL-540a.2	Zero aviation accidents
Airline	Number of governmental enforcement actions of aviation safety regulations	TR-AL 540a.3	Zero government enforcement actions
Labour practices			
Airline	Percentage of active workforce covered under collective bargaining agreements	TR-AL 310a.1	2022 Sustainability Report – Performance data > People and organisation For employees that are not covered by a collective bargaining agreement, the working conditions and terms of employment are stipulated in individual employment contracts and governed by the Fair Work Act (National Employment Standards).
Competitive Behaviour			
Airline	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behaviour regulations	TR-AL 520a.1	Zero monetary losses or fines attributable to professional integrity or anti-competitive behaviour

Other information

Limited assurance statement



Independent Limited Assurance Report to the Directors of Sydney Aviation Alliance Holdings Pty Ltd

Conclusion

Based on the evidence we obtained from the procedures performed, we are not aware of any material misstatements in the Selected Sustainability Information which has been prepared by Sydney Aviation Alliance Holdings Pty Ltd in accordance with the Criteria as defined and described by management in the Sustainability Report for the year ended 31 December 2022.

Information Subject to Assurance

The Selected Sustainability Information for the period 1 January 2022 to 31 December 2022, as presented in Sydney Aviation Alliance Holdings Pty Ltd ("SYD") Sustainability Report 2022 and available on SYD's website, comprised the following:

Selected Sustainability Information	Value assured
Total Scope 1 and Scope 2 greenhouse gas emission (tCO ₂ e)	80,949
Women in the total workforce (%)	39
Waste-to-landfill (tonnes)	1,841
Recycled waste (including e-waste and green waste) (in tonnes)	1,408
Autoclaving and landfill waste (quarantine waste) (in tonnes)	890
Lost Time Injury Frequency Rate (LTIFR) for SYD employees	6.3
Total Recordable Injury Frequency Rate (TRIFR) for SYD employees	12.6

Criteria Used as the Basis of Reporting

The criteria used in relation to the Selected Sustainability Information are SYD's policies, procedures and methodologies as disclosed in the 2022 Sustainability Report ("the Criteria").

Basis for Conclusion

We conducted our work in accordance with the Australian Standard on Assurance Engagements ASAE 3000 (Standard) and ASAE 3410 Assurance Engagements on Greenhouse Gas Statements (Standard). In accordance with the Standards, we have:

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Other information

Limited assurance statement



- used our professional judgement to plan and perform the engagement to obtain limited assurance that we are not aware of any material misstatements in the information subject to assurance, whether due to fraud or error;
- considered relevant internal controls when designing our assurance procedures, however we do not express a conclusion on their effectiveness; and
- ensured that the engagement team possess the appropriate knowledge, skills and professional competencies.

Summary of Procedures Performed

Our limited assurance conclusion is based on the evidence obtained from performing the following procedures:

- enquiries with relevant SYD personnel to understand the internal controls, governance structure and reporting process of the information subject to assurance;
- reviews of relevant documentations concerning sustainability strategy and policies for material issues, and the implementation of these across the business;
- analytical procedures over the information subject to assurance;
- interviews with relevant staff at corporate level and service organisations engaged by SYD responsible for providing the information in the Sustainability Report;
- agreement of a sample of the information subject to assurance to source documentation;
- evaluating the appropriateness of the criteria with respect to the information subject to assurance; and
- reviewing the Sustainability Report 2022 in its entirety to ensure it is consistent with our overall knowledge based on the work undertaken during our limited assurance engagement.

How the Standard Defines Limited Assurance and Material Misstatement

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Misstatements, including omissions, are considered material if, individually or in the aggregate, they could reasonably be expected to influence relevant decisions of the Directors of SYD.

Use of this Assurance Report

This report has been prepared for the Directors of SYD for the purpose of providing an assurance conclusion on the information subject to assurance and may not be suitable for another purpose. We disclaim any assumption of responsibility for any reliance on this report, to any person other than the Directors of SYD or for any other purpose than that for which it was prepared.

Other information

Limited assurance statement



Management's responsibility

Management are responsible for:

- determining that the criteria is appropriate to meet their needs;
- preparing and presenting the information subject to assurance in accordance with the criteria; and
- establishing internal controls that enable the preparation and presentation of the information subject to assurance that is free from material misstatement, whether due to fraud or error.

A handwritten signature of the KPMG firm, appearing as 'KPMG' in a cursive, ink-like style.

26 April 2023

Our Responsibility

Our responsibility is to perform a limited assurance engagement in relation to the information subject to assurance for the period 1 January 2022 to 31 December 2022, and to issue an assurance report that includes our conclusion.

Our Independence and Quality Management

We have complied with our independence and other relevant ethical requirements of the *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Australian Professional and Ethical Standards Board, and complied with the applicable requirements of Australian Standard on Quality Management 1 to design, implement and operate a system of quality management.



SYD

