

# Gender Pay Gap Statement

2025

# SYD



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



## Executive summary

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

Our 2026-2029 Diversity, Belonging & Inclusion Action Plan is currently being finalised. The new Plan will be re-launched in Q2 2026. We have partnered with an external consultancy who specialises in Diversity & Inclusion to provide expertise and insights and ensure we are well positioned to achieve our commitments and drive a culture of high performance and inclusion.

Central to our updated plan will be our continued commitment to gender equality, including 'pay equity'.



SYD's Gender pay gap for 2024-2025

**18.8%**

The median total remuneration gap

**8.7%**

The median base salary gap

**-3.5%**

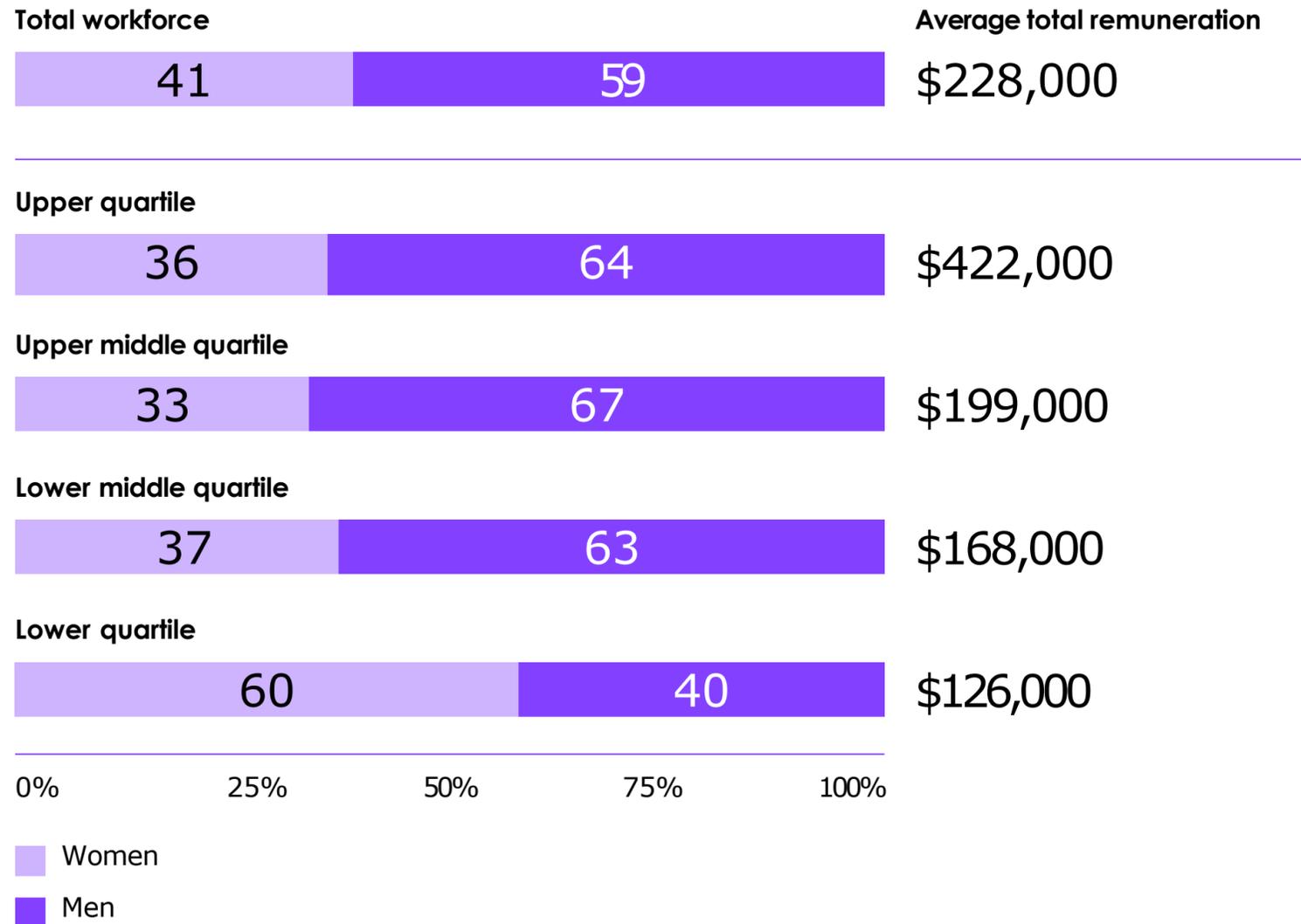
Like-for-Like salary gap

**Zero gap**

# SYD's gender pay gap

## Gender Composition by Pay Quartile

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



We continue to focus on SYD's Gender Equality Indicators

# SYD's gender equality indicators

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

## Workforce composition

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

	Key Management Personnel (KMPs)		Managers		Non-Management	
	Women	Men	Women	Men	Women	Men
2022-23	57%	43%	47%	53%	36%	64%
2023-24	50%	50%	43%	57%	36%	64%
2024-25	29%	71%	60%	40%	35%	65%

## Appointments and promotions

During the reporting period, 50% of non-manager promotions were female. Female representation in non-manager appointments was 55%, while 48% of manager appointments were female.

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

	Female	
	Number	Percent
Appointments to manager roles (internal and external)	31	48%
Appointments to non-manager roles (internal and external)	60	55%

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

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

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

## Training and development opportunities

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

## Flexibility and employment terms

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

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

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

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



## Find out more

Our new Belonging & Inclusion Action Plan will be published on our website in Q2 2026.

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