

2022–2025

Belonging and Inclusion Action Plan

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SYD



Every year millions of passengers from all corners of the globe and all walks of life pass through our terminals.

From the family heading off on their first overseas adventure, friends welcoming each other home, new connections and old, business won and lost and a myriad of new opportunities, our airport is a true melting pot of diversity.

This is what makes SYD special

Within our business, we see our team, our culture and the differences we bring to work as fundamental to delivering outstanding outcomes, no matter the context.

From our foundational Diversity and Inclusion strategy that started in 2019, we see the evolution to belonging and inclusion as an opportunity to better reflect the society in which we operate.

This action plan was developed in conjunction with our people and reflects what's most important to them, and what truly makes our business a great place to work.

It is not only living our Values and doing the right thing, it's about recognising that when our people do well, SYD does well – for our customers, for our partners and for the community.



A note from the CEO

I am proud of what we have delivered in making SYD a more diverse and inclusive workplace.

We have set ambitious targets, materially improved gender representation at both the senior leadership level and across the business, improved engagement and received global and local recognition for our efforts.

While there is a lot to be proud of, there is so much more to be done. Getting inclusion right is not about specific programs for each discrete element of diversity, it's about recognising that every single one of us want to belong. We want to be valued. We want to contribute. We want to do work that has meaning.

And this is what this Belonging and Inclusion Action Plan is driving towards. It recognises we are all different, we all have a story, and we all want to truly belong. When we get this right, we unlock the incredible potential of our people and our business.

Thank you to everyone whose ideas and feedback informed the development of this action plan, and I look forward to continuing to work with all to realise our purpose of being a leading global airport connecting Australia.

Scott Charlton
Chief Executive Officer



Belonging and Inclusion at SYD

The purpose of the SYD Belonging
and Inclusion Action Plan is to

**create a
place where
everyone can
belong and
thrive.**



Our guiding principles

When we live up to our guiding principles we all experience SYD as:



A place to be yourself



A place candidates seek out



A place people recommend



A place people choose to stay



A place people feel proud of their contribution to Sydney



The levers we will pull to get it right

We know creating a place where everyone can **belong and thrive** will take targeted effort across 2022–2025 to get right.

This plan will guide our efforts and focus on 4 'levers' which will help maximise our impact for current, prospective and future team members:

01

Policy and Process

The guidelines that will enable people to thrive.

02

Place

The environment that supports people to perform.

03

Leadership

The capability and confidence to bring inclusion to life.

04

Benchmarking

Tracking our progress.



01

Policies and Process

The guidelines that will enable people to thrive.

Focus Area	Actions	Responsibility	Timeline
Understanding our baseline	<ul style="list-style-type: none"> Complete audits and understand best in class benchmarks to baseline SYD current state (AWEI, Disability Confident Employer, WGEA) 	HR	2023-2024
Policy suite	<ul style="list-style-type: none"> Expand and improve SYD's Policy offerings to ensure they align to our Values and position SYD as a market leader (Leave, Respect@SYD, Domestic and Family Abuse, Recruitment, Redundancy, Performance) 	HR	2022-2023
Talent	<ul style="list-style-type: none"> Enhance SYD's selection tools and partnerships to drive diverse, high quality talent outcomes (interview guides, screening tools, Preferred Supplier Agreement) Create meaningful employment pathways for diverse talent groups <ul style="list-style-type: none"> – Veterans – Disability – Indigenous (Career Trackers) Improve female representation in Leadership and non traditional roles (Operations [Baggage and Airfield], Development, Technology) through School and University Partnerships 	HR	2023-2024
Pay equity	<ul style="list-style-type: none"> Complete detailed gender pay equity review and create action plan to address opportunities identified 	HR	2023-2024
Reasonable adjustments	<ul style="list-style-type: none"> Include 'required adjustments' identification as part of onboarding process Develop a Leader and Team Member toolkit to provide guidance and practical resources to support any adjustments to be made 	HR	2023

02 Place

The environment that supports people to perform.

Focus Area	Actions	Responsibility	Timeline
Understanding our baseline	<ul style="list-style-type: none"> Partner with allies to audit our physical and virtual places to understand improvement opportunities Develop a plan to address identified opportunities 	HR (Facilities Management, Technology, Data and Digital)	2023-2025
Showcase and improve	<ul style="list-style-type: none"> Showcase and improve inclusive spaces and facilities across SYD (prayer rooms, breastfeeding rooms, gender neutral bathrooms) 	HR (Facilities Management)	2024-2025
Communications and activations	<ul style="list-style-type: none"> Continue Internal communications campaigns to recognise and celebrate key dates and events, and to tell the stories of our people Translate on Airport activations into SYD office spaces 4 x internal (employee focussed) activations per year (Employee Resource Group led) 1 Airport wide activation per year 	HR (Corporate Affairs)	2022-2025
Allies	<ul style="list-style-type: none"> Partner with Bayside Women’s Shelter (2022) and other local community organisations to raise awareness and support financially Partnership with Mental Health Allies to deliver the on airport ‘Corkscrew challenge’ event Highlighting resources and support services through Access EAP to support Men’s Health Partnerships to guide our B&I initiatives 	HR (Corporate Affairs)	2022-2024

03

Leadership

The capability and confidence to bring inclusion to life.

Focus Area	Actions	Responsibility	Timeline
Leadership	<ul style="list-style-type: none"> Inclusive Leadership development for all people leaders (deliver through the SYD Leadership Footprint) 	HR	2022-2024
Building capability across the team	<ul style="list-style-type: none"> Design and deliver Respect@SYD training for Leaders and Team Members Cultural Awareness Training for all team members to increase Indigenous cultural capacity Frontline Team training to support Sydney World Pride Event Ongoing SYD Talks on key topic areas to build knowledge and confidence across the SYD team Frontline and Design Team Disabilities training to support an inclusive and supportive passenger experience 	HR (Corporate Affairs)	2022-2025
Mentoring	<ul style="list-style-type: none"> Targeted mentoring program designed to build accelerated 'non traditional' skills (target groups- females in non traditional roles, early career entrants) 	HR	2023-2024
Tools and Support	<ul style="list-style-type: none"> Develop and deliver Domestic and Family Violence awareness training for Leaders and Team Members Develop a comprehensive Domestic Abuse toolkit and practical resources Introduce a Families@SYD Hub containing tools and support for People and Leaders Showcase key resources on Families@SYD Hub (Carers, Mental Health, Flexibility) Online learning modules to educate and support our people (Hidden Disability, Mental Health, Conscious Inclusion) 	HR	2023-2025

04

Benchmarks

Tracking our progress.

Focus Area	Measurements	Timeframe
Gender	• 40:40:20 Leadership representation	2024
	• 45/55 employment representation	2025
	• Achieved sustained Gender Pay Equity	2025
Leadership and Capability	• Year on year increase in employee training hours	From 2023
	• Leader completion of Leadership Footprint development programs	2024
Great place to work	• 90% return from parental leave	2024
	• Equal use of primary parental leave (birth vs non birth parents)	2024
	• Achieve AWEI and Disability Confident Employer Accreditation, maintain Family Inclusive Workplace Accreditation	2022-2024

Our reconciliation journey

Our vision for reconciliation is focused on the key pillars of relationships, respect and opportunities.

We are actively building connections between our Indigenous community partners and businesses that work at Sydney Airport and focusing on Indigenous employment opportunities on the airport precinct.

In 2023, we will release our second Reconciliation Action Plan, fostering meaningful employment pathways and a deeper understanding of Aboriginal and Torres Strait Islander culture.



Thank you

Thank you for taking the time to read our Belonging and Inclusion Action Plan for 2022 – 2025. We look forward to working together to make Sydney proud every day.



SYD