

# SYD



Sustainability Report 2021

## Looking beyond the challenges





### About this report

This 2021 Sustainability Report covers the year 1 January 2021 to 31 December 2021. All financial values are in Australian dollars. This report is prepared in accordance with the Global Reporting Initiative Standards: Core option and the Sustainability Accounting Standards Board (SASB) Standards. The Management Approach for each of our material issues can be found at [www.sydneyairport.com.au/corporate/sustainability](http://www.sydneyairport.com.au/corporate/sustainability). The UN Sustainable Development Goals guide our reporting of relevant global issues. Due to the ongoing business challenges associated with the COVID-19 pandemic, a small number of our sustainability commitments and performance have been impacted and this is discussed throughout the report and indicated in data points. KPMG has provided limited assurance over selected data sets within our 2021 Sustainability Report (see Limited Assurance Statement). We welcome feedback on our sustainability reporting and performance. Please email us at [sustainability@syd.com.au](mailto:sustainability@syd.com.au).





### Acknowledgment 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.

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## Chair and CEO message

# Looking beyond the challenges

### In another year of disruption for our business, we maintained our commitment to sustainability.

As the COVID-19 pandemic stretched into its second year, the impact on the airport continued to be severe. In fact, 2021 was even more challenging than 2020, as passenger traffic volumes fell to their lowest point of the entire pandemic. At the height of the lockdowns passengers were down 99 per cent on pre-COVID levels at both the international and domestic terminals.

Despite these challenges we kept the airport open as an essential service, repatriating more than 50 per cent of the 500,000 Australians who returned home during the pandemic and keeping critical supply chains open.

At the same time, we maintained our focus on areas that are critical to our long-term success, like our sustainability goals.

### Three-year sustainability commitments

2021 was the final year for our three-year sustainability commitments, which we've been working hard to deliver since 2019. As we close out this set of commitments and introduce new targets, we're proud of the progress we have made over this time.

We've made strong improvements in our safety performance, introduced a new mental health and wellbeing program for our people and exceeded our targets for employee engagement and training.

While some of the capital-intensive commitments on electrification of our fleet were delayed due to the impact of the COVID-19 pandemic, we reduced our emissions over time and strengthened our action on climate change by committing to net zero by 2030. We also reduced our water use and improved our waste recycling rate, introducing new programs to support tenants to recycle organic waste.

We continued to contribute to the community despite the challenges faced by our business, delivering on our first Reconciliation Action Plan and raising awareness of modern slavery in the airport community.

In 2021, our improved sustainability performance triggered the interest rate discount on our Sustainability Linked Loan and Bond. This delivered savings to the business during a challenging time, demonstrating that strong sustainability performance drives real financial outcomes.

Pleasingly, we continued to be recognised for our sustainability performance in 2021, again included in S&P Global's 2021 Sustainability Yearbook and rated as AAA by MSCI. Sustainalytics rated SYD as a Top ESG performer in the region as we continued to improve our ESG Risk Rating score. We were also very proud to receive the Australian Airports Association Capital City Airport of the Year award and Awards for Excellence for Sustainability and Operations in 2021.

### Responsible business

Our safety performance continued to improve in 2021, with our Lost Time Injury Frequency Rate (LTIFR) reaching the lowest level since 2015. We updated and improved our Safety Management System this year and continued our work across the airport community to strengthen the safety culture.

We introduced a new and improved Employee Assistance Program and worked with The Resilience Project to build skills in our people during the extended COVID-19 lockdown in NSW this year, in line with our commitment to the mental health and wellbeing of our people.

Our Scope 1 and 2 emissions reduced again this year, and the net zero by 2030 target has focused our attention on continuing the downward emissions trajectory as traffic returns.

Our gender pay equity ratio remained high at 97.6 this year, and we significantly improved training hours completed by our people this year with the introduction of a new learning management system.

We developed new modern slavery awareness training and a modern slavery response procedure this year. The new procedure will be rolled out in 2022. You can read about this and more improvements we made to managing modern slavery risk in our 2021 Modern Slavery Statement on our website.





**David Gonski**  
Chairman



**Geoff Culbert**  
Chief Executive Officer

## Planning for the future

We continued to look to the future in 2021, with many projects starting on an accelerated timeline to take advantage of the quieter times. This included a re-sheet of the northern end of our main runway, which is expected to last for 40 years. This project also recycled around 10,000 tonnes of concrete.

We invested in projects that will enhance everyone's experience at the airport, including new luxury retail stores, a new arrivals experience at T1 International, Australia's first airport transit hotel, and bathroom upgrades in our domestic terminals.

The Sydney Gateway project works began in 2021 around the airport which, when complete, will improve access to the airport and reduce congestion on surrounding roads for the community.

The implementation of our climate resilience strategy continued, with a focus on identifying energy savings opportunities that support the delivery of our net zero target.

In 2021 we also reviewed and updated our flood model to align with SYD's climate change scenarios. New time horizons were added to inform our planning over time, as the projected inundation impacts of climate change increase. This found that over the coming decades, the projected impacts can be managed through infrastructure adaptation and informed planning. More detail on our approach to climate risk-management can be found in this report and in our 2022 Task Force on Climate Related Disclosures (TCFD) report, available on our website.

## Supporting our communities

Over the past two years, our teams have worked collaboratively and effectively with the many stakeholders that have been involved in managing through the COVID-19 pandemic. We are enormously proud of the resilience of our people and their ability to turn up, day in, day out and keep the airport open for the people of Sydney, NSW and Australia.

Our focus on social and indigenous procurement delivered an impressive result in 2021, with more than half a million dollars spent with social enterprises and indigenous-owned businesses. This is a key pillar of our new social impact strategy, and one we're excited to continue to invest in. While our cash community contributions were down on previous years due to the impact of the COVID-19 pandemic, our people continued to volunteer their time with our partners.

2021 was the final year of our initial Reconciliation Action Plan. We're proud of the progress we have made over this time and the way celebration of Traditional Owners is now a part of our everyday at the airport. We look forward to continuing our reconciliation journey in partnership with our stakeholders.

International aviation is key to SYD getting back to the level of economic contribution we have historically made. To support this, in 2021 we dollar-matched the NSW Government's \$60m aviation attraction initiative, creating a \$120m fund to accelerate the return of international airlines to NSW.

## New 2022-24 targets

We're proud we continued to deliver strong performance improvements over the past three years, especially at the time when our industry was impacted so heavily by the COVID-19 pandemic.

We're also pleased to introduce our next three-year targets. These sharpen our focus on the material issues of safety, environment, resilience, customer experience, people and community and will drive us to deliver continued performance improvements. You can read more about our updated strategic approach on pages 6-7 and our next three-year targets on pages 12-13 of this report.

The COVID-19 pandemic has reinforced our commitment to working collaboratively with our stakeholders, and our focus on being a trusted partner, and we look forward to delivering on those commitment. We are also confident that this strong commitment to leadership in sustainability will continue under the ownership of the Sydney Aviation Alliance.

**We look forward to working with our stakeholders to continue to improve our performance, together making Sydney proud every day.**

**David Gonski**  
Chairman

**Geoff Culbert**  
Chief Executive Officer



# Performance highlights

2021 WINNER



Australian Airports Association

Capital City  
Airport of the Year

Airport Excellence Award  
for Sustainability

Airport Excellence Award  
for Operations

97.6%  
gender pay  
equity ratio

Committed to  
**Net Zero**  
by 2030<sup>1</sup>

2.6  
Lost Time Injury  
Frequency Rate,  
↓ from 5.4 in 2020

Achieved  
Sustainability Linked  
Loan and Bond  
discounts

71,382 tCO<sub>2</sub>e  
Scope 1 & 2 emissions  
↓ from 75,854 tCO<sub>2</sub>e  
in 2020

LinkedIn  
Diversity Champion  
Award winner  
for companies with  
<1,000 employees

1. Scope 1 and 2 emissions



The team from Pfizer pictured with CEO Geoff Culbert and Sydney Airport staff in front of Australia's first shipment of the COVID-19 vaccine.





# Benchmark and ratings performance

In 2021, we continued to be recognised as sustainability leaders in our sector across a range of ESG ratings and benchmarks.

## Ratings and benchmarks<sup>1</sup>

**Sustainability Yearbook**  
Member 2022

**S&P Global**

**Ranked in the 94th** percentile globally in SAM's CSA<sup>2</sup> in the Transport and Transportation Infrastructure sector and included in the Dow Jones World, Asia Pacific and Australia Sustainability Indices



**Rated Prime** in the Transportation Infrastructure Industry group



**Ranked 3rd** globally in the Airports sub industry sector, and as a Top-Rated Regional ESG Performer



**Maintained Level 3** 'Optimisation' Airport Carbon Accreditation



**AAA rating**  
Ranked in the top eight per cent of companies globally within the infrastructure sector



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



**FTSE4Good**

**Index Series Membership** reflecting our strong ESG management practices

**ACSI**

**'Leading' rating** for our Sustainability Report by the Australian Council of Superannuation Investors

## Frameworks

**GRI**

This report is prepared in accordance with the Global Reporting Initiative Standards: Core option



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



Since 2017 SYD 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



Track and measure community investments in line with the framework developed by Business for Social Impact<sup>3</sup>

1. As at February 2022  
2. Corporate Sustainability Assessment  
3. Formerly London Benchmarking Group



# 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 SYD's business strategy and identified as a key enabler for its successful delivery.

SYD's 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 2021 sustainability performance, the final year of our 2019-21 sustainability commitments.

## Industry participation

We participated in global, national and local industry forums in 2021 to share and stay across best practice sustainability initiatives.

We also continued to work across industry and via industry associations to contribute to plans for the sector's recovery.

During the year, SYD contributed to the development of the Airport Council International's long term carbon goal, and participated in the Australian Airports Association (AAA) environment working group.

SYD CEO, Geoff Culbert, is a Director on the World Governing Board and Asia Pacific Board of the Airports Council International (ACI) and a member of the Australian Border Force Customs Advisory Board. He also chairs the Business Council of Australia's Tourism, Transport, Freight and Logistics Group, and is a member of its Vaccine and Workplace Working Group.

## Sustainability governance

The Board's Safety, Security and Sustainability Committee is responsible for monitoring the effectiveness of our sustainability strategy. It met quarterly in 2021 to assist the Board in overseeing sustainability performance. Working groups across the business support the delivery of SYD's sustainability targets and ambition.

## 2022-24 sustainability targets

SYD's new three-year sustainability targets drive continued performance improvement in the focus areas of safety, environment, resilience, customer experience, people and community. These targets are informed by SYD's material sustainability issues, align with SYD's values and contribute to the world reaching the United Nations Sustainable Development Goals (UN SDGs).

## Contributing to the UN SDGs

The UN SDGs seek to address the most significant challenges our world is facing today. Our new 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 is available on our [website](#).

SYD became a signatory to the UN Global Compact in 2017 and is pleased to reaffirm its commitment to this initiative and its principles. To read more about how our sustainability strategy supports the UN SDGs, [visit our website](#).

# Global trends

Sustainable aviation has come into sharper focus as aviation globally looks to recover from the ongoing impact of the COVID-19 pandemic.

## Aviation energy transition

The use of Sustainable Aviation Fuel (SAF) continues to grow around the world. Production and supply in Australia remain limited at this stage, but is projected to increase as airlines look to reduce emissions.

Developments in electric and hydrogen-powered aircraft will play important roles in the decarbonisation of the sector over the longer term. Small electric aircraft are being used on shorter routes around the world today and hydrogen-powered commercial airliners are planned to be built before the end of the decade.

As this change gains pace, SYD is focused on delivering infrastructure that supports the industry's decarbonisation.

The return to an open access fuel regime via SYD's Jet Fuel Infrastructure also creates opportunities for new fuel suppliers at Sydney Airport.

## Pathway to net zero

Moves towards a net zero future by governments and business around the world continue.

SYD committed to net zero by 2030<sup>1</sup> in 2021, the same year Australia's Federal Government committed to net zero by 2050, and the New South Wales (NSW) State Government brought forward its target to cut the state's emissions by 50 per cent to 2030.

In our sector, Airports Council International (ACI) member airports committed to net zero carbon emissions by 2050.

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

## Resumption of international travel

Australia's international borders began to re-open in late 2021, almost two years after the COVID-19 pandemic was declared.

As travel resumes, many aspects of a traveller's airport experience will be different to the pre-pandemic world.

From new vaccination requirements, to more self-service and contactless experiences and changing border restrictions, customer service will be more important than ever before as travellers and airports navigate this new operating environment together.

1. Scope 1 and 2 emissions



## 2022-24 sustainability strategy

## Strategic pillars

Responsible business

Planning for the future

Supporting our people  
and communities

## Focus areas

Safety and environment

Resilience and  
customer experience

People and community

## Strategic outcomes

Everyone at Sydney  
Airport goes home safe  
every dayOur resilience is  
strengthened and our  
growth is sustainableOur workforce is diverse,  
engaged and supported  
to develop and growOur environmental footprint  
is reduced and our assets  
are more efficientWe deliver exceptional  
customer serviceWe support our  
community and use our  
spend to do good

## Aligned to SYD's values

**Always do the right thing**  
Integrity and honesty are  
at the heart of everything  
we say and do**Have each other's back**  
Working at SYD is a team  
effort. We care. We keep  
each other safe and well**Do what you say**  
We challenge respectfully then  
collaborate to get to 'yes'.  
We commit and deliver**Think like our customers**  
We walk in their shoes and  
always strive to improveTo learn more about SYD's values, visit our [website](#).

## UN SDG contributions





# Stakeholder engagement

We recognise relationships with our stakeholders are vital to our long term success. In another year of operational challenges, we worked closely with our stakeholders to keep people safe and the airport open.

## 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**



**Community**



**Customers**



**Employees**



**Governments  
and regulators**



**Investors and  
analysts**



**Suppliers**



**Tourism bodies and  
industry associations**

To learn more about how we engage with our stakeholders, visit the [sustainability section](#) of our website.



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







# 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 reviewed and updated a number of our material issues. We brought together 'safety and security' and 'cyber security, technology and innovation' into new material issues. The 2020 material issue 'aircraft noise' was integrated into the 'community investment and engagement' material issue, and 'access to and from the airport' was included in 'customer experience'. The previous material issue of 'sustainable development of the airport' was renamed 'sustainable design and development'.

We asked our stakeholders to tell us which material issues are most important to them and mapped these against the priority issues for our business. These can be seen in the table below.

Our performance in these material issues is discussed in this report, with our management approach outlined in the [sustainability section](#) of our website.

Material issue	Description
<b>Safety and security</b>	Providing a work environment that protects the health and wellbeing of our people and people working at the airport, while maintaining a safe and secure airport operating environment
<b>Customer experience</b>	Providing a superior customer experience for airlines and passengers, and ensuring our passengers have a safe and efficient journey to and from the airport
<b>Operational efficiency and continuous improvement</b>	Operating the airport efficiently and with agility to support governments, customers and business partners, while looking for ways to improve performance
<b>Climate change</b>	Building resilience to the physical and strategic risks associated with climate change, and taking action to reduce our impacts including through our energy use
<b>Environmental management</b>	Operating an environmentally responsible airport by managing our resource consumption and minimising waste, protecting the local natural environment and managing impacts on the surrounding community
<b>Business continuity and resilience</b>	Designing and maintaining our facilities and operational plans to support continuity of operations under a range of different circumstances
<b>Sustainable design and development</b>	Sustainably developing the airport through strategic planning, sustainable design and collaborative decision making
<b>Fair and ethical business</b>	Maintaining high ethical standards and strong and effective corporate governance. Protection of human rights and responsible management of our supply chain
<b>Cyber security, technology and innovation</b>	Ensuring cyber security and data protection, and driving technological improvements and innovation to create new opportunities
<b>Employee attraction, retention and development</b>	Attracting, retaining and developing our people to ensure their success and the success of our business
<b>Economic contribution</b>	Maintaining strong financial performance over the long term and the creation and distribution of economic value
<b>Community investment and engagement</b>	Playing a meaningful role in our local community, while building and maintaining enduring relationships based on trust. Working with government and airline partners to manage and mitigate noise impacts
<b>Diversity and inclusion</b>	Developing a diverse and inclusive workforce, and contributing to an inclusive society

# Delivering on our 2019-2021 commitments

Over the past three years, we delivered on our sustainability commitments and improved our performance.

2021 marks the final year of our current commitments, which have supported us to further embed sustainability in our business.

Progress in some areas was impacted by the COVID-19 pandemic, as indicated below. We will continue to improve our performance in these areas as we drive to achieve our new 2022-24 targets.

## Responsible business

Being ethically responsible and transparent in how we do business



### Safety and wellbeing of all airport users

- Achieve year-on-year improvement in injury statistics and aviation safety performance
- Increase uptake and awareness around wellbeing and mental health

### Continuing to support a diverse and inclusive workplace

- Achieve a 10 per cent uplift in female representation in management and overall on 2018 performance
- Achieve 30 per cent female board representation

### Looking after and developing our people

- Target an employee engagement score of at least 75 per cent
- Deliver 1.5 days of training per employee per annum

### Building operational resilience

- Deliver employee incident and crisis management training

### Operating ethically and with integrity

- Complete supplier questionnaire to assess and mitigate risks on biennial basis
- ☼ Align procurement policy with ISO 20400<sup>1</sup>

### Maintaining an environmentally responsible airport

- Continue to meet regulatory compliance requirements for noise and air quality
- ☼ Reduce potable water use per passenger by 10 per cent in terminals and commercial buildings
- Maintain 30 per cent average annual use of recycled water at T1 international terminal

### Reducing waste to landfill

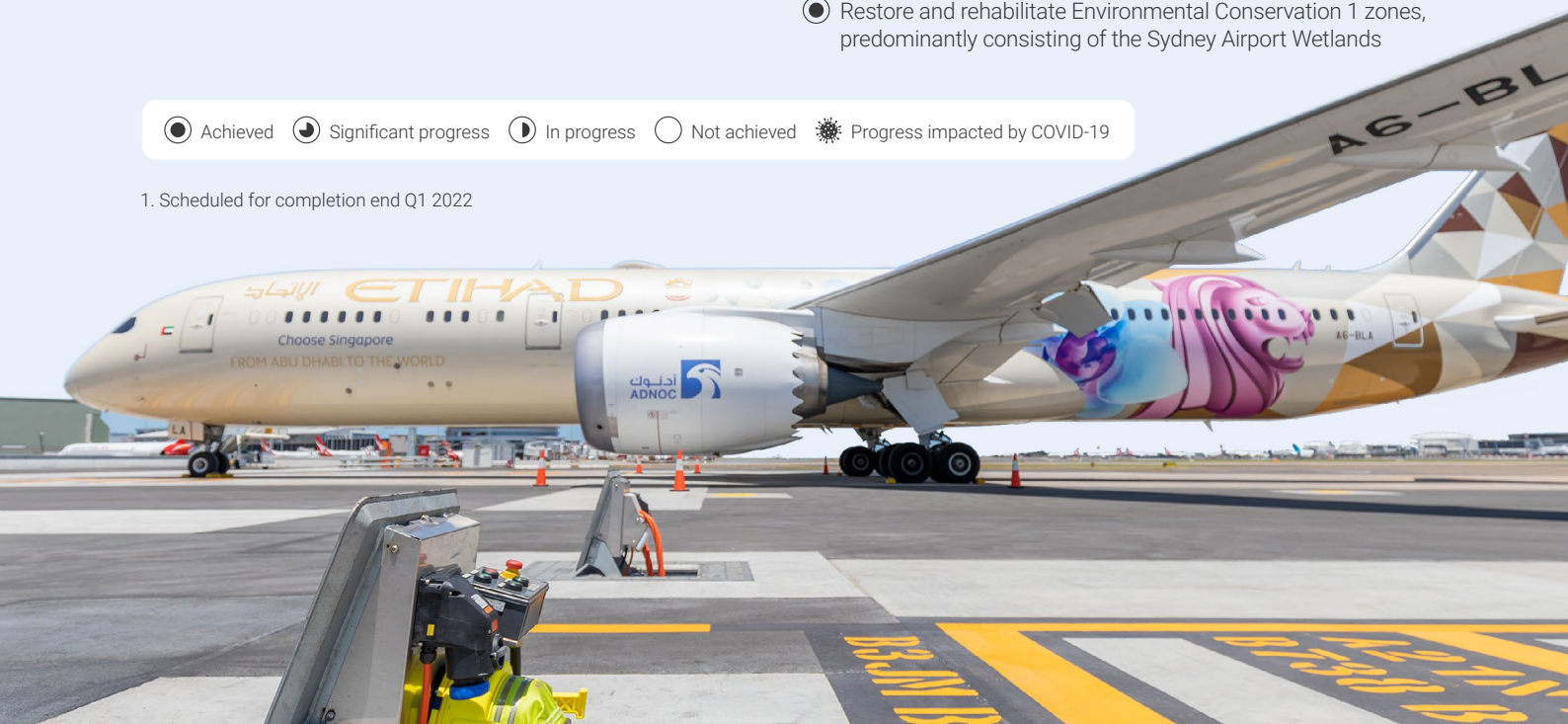
- Remove plastic straws and single-use plastic bags from our terminals
- Recycle landside organic waste at T1

### Protecting local natural areas and biodiversity

- Restore and rehabilitate Environmental Conservation 1 zones, predominantly consisting of the Sydney Airport Wetlands

● Achieved    ☼ Significant progress    ○ In progress    ○ Not achieved    ☼ Progress impacted by COVID-19

1. Scheduled for completion end Q1 2022







## Planning for the future

Delivering operational excellence through innovative, technology-based solutions and supporting customer needs now and into the future



### Increasing and supporting landside efficiency

- Support diversity of public transport modal options

### Delivering better outcomes for our customers

- ☼ Maintain a passenger satisfaction score above four out of five

### Sustainable development of the airport

- ☼ Achieve a minimum 4-Star Green Star Design and As-Built rating for new developments

## Supporting our communities

Working with communities to create shared value



### Building relationships and supporting community resilience

- Establish a baseline for community investment
- Develop a community investment strategy to drive continuous improvement
- Work with business partners to deliver a pilot program towards prevention of human trafficking and slavery
- Deliver on the commitments in our 2019-2021 Reconciliation Action Plan

## Flagship initiatives



### Climate resilience

- Follow the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)
- ▶ Achieve carbon neutrality by 2025<sup>1</sup>
- ▶ Reduce carbon emissions per passenger by 50 per cent from 2010 baseline levels by 2025

### Electrification

- ☼ 100 per cent electric landside bus fleet
- ☼ Install Electric Vehicle (EV) charging stations in new landside facilities five per cent above EV market penetration
- Increase aircraft utilisation of both fixed ground power and pre-conditioned air at the T1 international terminal from 20 per cent to above 50 per cent
- ☼ Facilitate and support increase of Sydney Airport airside electric vehicle usage to 50 per cent

### Airspace and airfield efficiency

- ☼ Deliver an Airport Collaborative Decision Making (A-CDM) program together with business partners
- Improve airfield and aviation support infrastructure
- Explore opportunities to further improve efficiencies through initiatives such as co-location of certain domestic and international activities and runway rebalancing

1. In line with ACI's Airport Carbon Accreditation

# 2022-2024 sustainability targets

We are proud to introduce our next three-year sustainability targets.

Aligned to the pillars of our sustainability strategy, these targets will drive continued performance improvements in the focus areas of safety, environment, resilience, customer experience, people and community.

We remain committed to contributing to the achievement of the UN SDGs. Our updated sustainability strategy and targets directly contributes to the achievement of the six UN SDGs indicated below.





## Responsible business

**Safety**

Zero class 1<sup>1</sup>  
injuries for employees  
and contractors

≥95% of people leaders  
complete at least one high-quality  
health, safety and wellbeing  
engagement per quarter

**Environment**

Net zero  
by 2030 for Scope  
1 and 2 emissions

100% renewable  
electricity by 2025

YOY<sup>2</sup> reduction  
in emissions/m<sup>2</sup> and  
potable water use

YOY<sup>2</sup> reduction  
in waste to landfill

## Planning for the future

**Resilience**

50% reduction in  
Scope 3 emissions  
from airport ground  
operations by 2025<sup>3,4</sup>

Min. 5-star Green Star  
New Buildings

Support 10%  
Sustainable Aviation Fuel  
globally by 2030

**Customer Experience**

≥4.5 out of 5  
average customer satisfaction  
score<sup>5</sup>

Supporting our people  
and communities**People**

40 | 40 | 20  
gender balance<sup>6</sup> across SYD's  
leadership and overall

≥80%  
employee engagement

≥15 training hours  
per employee p.a.

**Community**

10% YOY  
increase<sup>7</sup> contribution  
in community value<sup>8</sup>

10% YOY  
increase in spend  
with social and Indigenous  
enterprises

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

2. Year on year, 2019 baseline

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

4. 2019 baseline

5. Calculated ACI's Service Quality survey metrics

6. 40 per cent male, 40 per cent female, 20 per cent either gender, aligned to Workplace Gender Equality Agency

7. 2021 baseline

8. As measured and verified by Business For Societal Impact

# Responsible business



## 2021 highlights

2.6

### Lost Time Injury

↓ Frequency Rate,  
from 5.4 in 2020

71,382 tCO<sub>2</sub>e

Scope 1 & 2 emissions  
from 75,854 tCO<sub>2</sub>e  
↓ in 2020

97.6%

gender pay  
equity ratio

## Safety and security

### Safety

#### Maintaining a COVID-safe environment

The airport remained open and fully operational during the 2021 Sydney lockdowns, providing essential aviation services to the people of New South Wales and Australia, maintaining Australia's vital global connectivity.

Our focus steadfastly remained on providing safe terminals for passengers and workplaces for people. Our COVID-safe terminal and workplace plans were reviewed and updated regularly to promptly operationalise public health orders as circumstances changed throughout the year.

Our front line teams worked closely with government agencies again this year to manage international arrivals and departures safely and in line with NSW public health orders. We worked with our on-airport stakeholders and NSW Health to manage any exposure sites on-airport, maintaining a focus on the health and safety of passengers and our people.

The first COVID-19 vaccines began arriving at Sydney Airport in February, as Australia embarked on the COVID-19 vaccination roll out.

We adopted a risk-based approach to staff vaccinations, working with our expert advisors and taking into account developments over the course of the year. Airport workers were first offered the vaccine in March as a part of the Federal Government's phased roll out for front line workers. Vaccination was mandated for 120 front-line roles in June under the NSW public health orders, and all SYD staff in October to maintain a safe work environment for our people and passengers. This followed extensive consultation and the response rate has been very high.

In March, an onsite testing and vaccination clinic was established providing the airport community with easy access to testing and vaccinations. During the year, NSW Health delivered thousands of vaccinations and COVID-19 tests at the airport clinic. Public COVID-19 testing continued to be available on site in our P9 car park, and onsite pre-flight testing to meet

international border requirements was available at T1 international terminal from early 2021.

#### Supporting mental health and building resilience

We continued to deliver our mental health and wellbeing program in 2021. We completed our first psychosocial risk assessment and a mental health audit with the Black Dog Institute. We partnered with a new Employee Assistance Program (EAP) provider and worked to raise awareness of the services available, resulting in higher use of the service by our people.

Focused on supporting our people through the extended lockdown in Sydney, we introduced The Resilience Project's digital wellbeing series. Designed to develop skills and daily habits that build emotional resilience, the program covered topics from gratitude and empathy, to diet, physical health and mindfulness.

We sent more than 450 'R U Ok?' packs to our people, taking the opportunity to start a conversation about mental health.



Our team of accredited Mental Health First Aiders continued to grow, with more than 40 of our people now trained and on hand ready to provide mental health support and guidance to our people and passengers.

### Safety culture

We recognise that a strong safety culture plays a vital role in improving safety performance. Safety KPIs for leaders were again in place in 2021, with 96 per cent of our people leaders completing four safety leadership walks or talks with their teams during the year, again exceeding our target of 95 per cent.

To make sure we all work safely at the airport and everyone goes home safe and well, we encourage everyone at SYD to report all hazards, near misses and incidents. This year, we expanded our safety reporting system to allow contractors and any airport stakeholders to report safety events directly into SYD's Safeguards system via [www.syd.com.au/reportanevent](http://www.syd.com.au/reportanevent). This supports a culture of transparency and improves our understanding of potential risks on site, allowing us to take preventative action and avoid safety incidents.

During the year our Safety Management System (SMS) was updated so it is easier to use and meets the latest regulatory requirements. Our 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 continued to focus on improving the safety performance of our contractors and service providers<sup>1</sup>. This year, we reviewed our Contractor Site Manual and continued to provide frontline supervision and audits of high risk works across the airport. Lessons learned through these processes are shared with contractors to drive best practice performance.

Improvements were also made to the Airport Works Plan process to align with SYD's critical risk standards and drive improved contractor safety outcomes.

During the year, we upgraded our learning management system and refreshed our safety and training needs analysis. This informs ongoing updates and development of safety training for our people and contractors. These updates resulted in a significant increase in our safety training hours for the year.

### Aviation safety

Every day, our team is out on the airfield enforcing safe behaviours. Targeted enforcement of airside rules is also conducted to ensure compliance and engage airport users on safe behaviours. This year, the teams recorded more than 8,100 aviation safety hours, which is the time we spend conducting these targeted enforcements on the airfield.

Our vigilance in the management of foreign object debris (FOD) continued this year. In a FOD blitz conducted in July, our airfield team collected almost one tonne of rubbish around the airfield. We continue to work with all stakeholders to improve understanding of the links between effective FOD management to aviation safety at Sydney Airport.

During the year, we completed a comprehensive review and update of our Aerodrome Operating Manual (AOM) and Safety Management System (SMS) to align both with the revised Civil Aviation Safety Authority (CASA) Manual of Standards (Part 139) (MOS). CASA's MOS was updated to align Australian standards with International Civil Aviation Organisation (ICAO) standards and incorporate changes to improve its application in local airport operating environments.

In 2021, SYD's Airport Operating Licence (AOL) came in to effect. The AOL is designed to improve safety performance on the airfield, including aviation safety. To read more about the AOL, see page 29 of this report.

### Safety performance

We worked hard this year to continue our strong safety performance in another unusual year of operations.

During 2021, we had two employee lost time injuries and an employee Lost Time Injury Frequency Rate (LTIFR) of 2.6, down from 5.4 in 2020. There were no class 1 injuries or illnesses<sup>2</sup> again this year. While our LTIFR reduced, our Total Recordable Injury Frequency Rate (TRIFR) increased from 9.7<sup>3</sup> to 12.9, due to increased lower severity medical treatment injuries during 2021.

The safety performance of our service providers improved during the year with a LTIFR of 4.5, down from 8.0 in 2020.



Our safe and reliable airport infrastructure supports economic development.

### Security

Throughout the year, we conducted a number of emergency exercises with the Australian Federal Police and other government agencies to help keep our airport safe.

COVID-safe measures introduced to security processes in 2020 were maintained during 2021, including increasing the frequency of cleaning routines for screening equipment and space between security lanes to maintain social distancing. We again worked closely with our security providers to ensure their teams were ready for the ramp up in operations when borders re-opened with the roll out of additional training.

We continued to prepare for the introduction of the new security screening requirements by the Federal Government. This will change screening equipment at airports across Australia moving from x-ray to CT technology, significantly enhancing screening capability. In 2022, work will commence to upgrade the security screening equipment across the airport.

1. Service providers deliver cleaning, security, kerb side management, waste management, parking, maintenance, baggage and trolley and bussing services at Sydney Airport  
 2. A class 1 injury or illness is one which results in a fatality, total permanent disability or permanent partial disability  
 3. An undetermined claim from November 2020 was accepted in November 2021, resulting in one additional Medical Treatment Injury with a date of injury in 2020

## 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 2019-2024 (AES 2019-2024), which can be found on our website.

This year we continued to strengthen and drive improved environmental management. Our AS/NZ ISO14001 aligned environmental management system (EMS) guides our response to environmental risk, and drives us to achieve a high standard of environmental management. This year, our EMS was updated and training rolled out to all SYD people and selected contractors. From 2022 onwards, training in our EMS is mandatory for all new employees.

Our tenant audit program continued in 2021, focused 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 facilitate improved tenant response during the year.

We developed a new Construction Environmental Management Handbook in 2021, with training sessions to be held during 2022 for SYD's compliance team, development and maintenance project managers, and contractors.

Our Environment and Ground Standards teams continued to work together during the year to implement the minimum environmental standards under SYD's Airport Operating Licence (AOL) to improve licensees' environmental management.

### Net zero by 2030

We are committed to action on climate change.

In May 2021, we announced our commitment to be net zero by 2030 for emissions under our operational control (Scope 1 and 2 emissions).

To achieve this ambitious goal, we are following our pathway to net zero, illustrated below.

This year, 92 per cent of emissions under SYD's operational control were from our electricity use, our Scope 2 emissions. To reduce Scope 2 emissions, we will improve the efficiency of our electricity use and increase our renewable energy use.

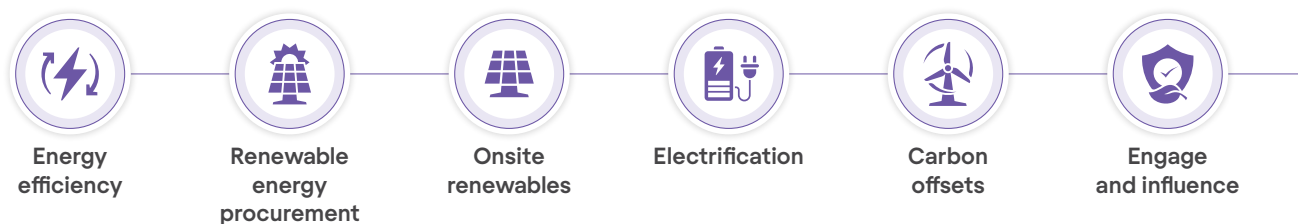
The remaining emissions under our operational control are from our use of natural gas, petrol and diesel, which are our Scope 1 emissions. We're working to moderate our reliance on natural gas, transition vehicles to low or no-emission technology, and to phase out fuel-powered equipment like diesel generators.

In 2030, there may be a small, residual proportion of Scope 1 emissions that cannot be eliminated by alternative technologies or management practices. If this is the case, we will look to offset these emissions using credits from carbon removal projects.

A number of our 2022-24 sustainability targets support our commitment to net zero, including 100 per cent renewable electricity by 2025 and to improve building performance and energy efficiency, targeting a reduction in emissions per m<sup>2</sup> year-on-year<sup>1</sup> to 2024.

In addition to our net zero by 2030 target, we remain committed to be carbon neutral by 2025, in line with the Airport Carbon Accreditation (ACA) program.

### Pathway to net zero



1. From 2019 baseline





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.



Our pathway to net zero includes energy efficiency initiatives that adopt clean and environmentally sound technologies.

## Greenhouse gas emissions

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

Emissions under our operational control (Scope 1 and 2) emissions reduced by six per cent to 71,382 tCO<sub>2</sub>e. This decrease reflects the effects of the COVID-19 pandemic on airport operations and a number of efficiency initiatives implemented during the year.

Electricity use was again the largest contributor to our carbon footprint in 2021, accounting for 92 per cent of Scope 1 and 2 emissions. During the year, we implemented a number of lighting projects in our car parks and baggage rooms to improve energy efficiency. Scope 1 emissions increased in 2021, mainly due to an increase in natural gas use to heat our terminals as the average temperature in Sydney was lower in the last three months of the year than previous years.

In another year of reduced passenger activity at the airport, our emissions intensity (CO<sub>2</sub>e) per passenger was again higher than before the COVID-19 pandemic.

Scope 3 emissions remained in line with 2020 performance this year at 234,538 tCO<sub>2</sub>e<sup>1</sup>. This is due to the reduction in activity at the airport again this year due to COVID-19.

The majority of these emissions were again from the take-off and landing cycle of aircraft (up to 1,000 metres) and surface access<sup>2</sup> to and from the airport. The Climate Resilience section of this report provides more information about our Scope 3 emissions and reduction targets.

## Other air emissions

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

2021 was the first full year of reporting emissions from SYD's Jet Fuel Infrastructure (JFI) after SYD took operational control of this asset in late 2020.

This resulted in an increase in most 'other air emissions', and a significant increase in volatile organic compounds (VOCs) reported by SYD this year. This does not represent an increase in emissions at the airport, but rather the change in operational control. In the past this was reported by the Joint User Hydrant Infrastructure (JUHI) operators (now known as the JFI).

SYD has continued to undertake quarterly VOCs sampling at the airport and in adjacent suburbs. The results indicate low concentrations of VOCs, in line with Sydney's average catchment background concentrations.

1. SYD's Scope 3 emissions are calculated in line with the Airport Council International's Airport Carbon Accreditation program methodology

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





## Responsible business

### Offsets

We offset 1,044 tCO<sub>2</sub>e in 2021 covering emissions from SYD's pool car fleet and diesel fuel use in our cars, buses and equipment. Offsets were sourced from a combination of native forest regeneration and renewable energy projects in Australia and overseas with co-benefits for local communities.

### 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.

We continue to advocate with the Federal Government on a polluter pays approach to the management and remediation of PFAS contamination in accordance with the PFAS National Environmental Management Plan 2.0 (2020).

Our priority is to deliver the highest levels of safety for our people, contractors, passengers, community and stakeholders and to ensure we operate sustainably by minimising impacts on our local environment.

SYD has undertaken investigations and will continue to work with stakeholders so that PFAS contamination is managed effectively. You can read more about our approach to PFAS management in the sustainability section of our website.

We requested that tenants cease the use of PFAS fire fighting foams at Sydney Airport in 2019. This year, we collaborated with Qantas Group to remove PFAS fire fighting foam from all Qantas lease areas at Sydney Airport.

A scoping study on the options to replace the PFAS containing Aviation Fire Fighting Fuel (AFFF) used at our Jet Fuel Infrastructure was commenced and we are assessing alternatives to transition to non PFAS AFFF for fighting deep tank fires at the facility.

### Water management

COVID-19 impacts to passenger numbers again this year saw water consumption in 2021 reduce to 453,494 KL.

Our onsite water treatment plant at T1 international terminal treats waste water from the terminal for re-use in cooling and toilet flushing. This year, 35 per cent of water at T1 international terminal was recycled.

Recognising the scarcity of water resources, we have set a target to achieve year-on-year reductions in potable water use from 2022 onwards.

### Waste management

Waste generated at the airport in 2021 was again down on an average year mainly due to reduced passenger numbers. This year 1,544 tonnes of waste was generated, and our recycling rate was 43.7 per cent.

With the resurfacing of the main runway continuing this year, we continued to recycle and reuse pavement material. In 2021, around 10,000 tonnes of pavement material from this project was recycled.

We are committed to driving improvement in construction waste management by our contractors. Minimum requirements for waste reuse and recycling are embedded in the Construction Environment Management Handbook. During the year, we also reviewed construction contract templates to improve visibility of waste generated by our construction projects.

**TARGET 12-5**



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

### Air quality

During 2021, there were no air quality criteria exceedances attributed to airport operations. However, two exceedances for fine particulate matter (PM<sub>2.5</sub>) were recorded on days of confirmed hazard reduction burning activities away from the airport. These exceedances were reviewed against the NSW Government monitoring stations in the Sydney Basin, and were attributed to hazard reduction burning activities.

### Ground based noise

We have a critical role to play 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.

There were no ground-based noise complaints received in 2021.







The Sydney Gateway road project commenced construction in January 2021. The project has used a 3D model to understand and predict noise impacts associated with the project. Noise-sensitive places like local residences, businesses, schools, and places of worship are identified in the model, and where mitigation methods can't reduce noise to acceptable levels for the time of day or night, a program of community engagement is used to support and interact with those affected. Real time noise monitoring complements the model predictions and helps to understand stakeholder reactions to different noise levels and types.

To read more about how we engaged with the community on airport operations, see the Engagement with our local community section of this report on page 33.

### 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 classified as an Environmentally Significant Area.

We continued to undertake bush regeneration works within the riparian zone of the wetlands. More than 3.9 hectares were maintained and restored in 2021.

In 2022, we will conduct our biennial weed mapping exercise to assess the progress in regeneration of the area.

### Sydney Water's Mill Stream sewage overflows

Over the past two years, we have actively and repeatedly engaged with Sydney Water, the Airport Environment Officer and Bayside Council to reduce the aviation safety, human health, and environmental risks associated with the Mill Stream sewage overflows.

Sydney Water's continued discharge of untreated sewage into the Mill Stream on airport land presents aviation bird strike risks to the airport. These discharges occur when Emergency Relief Structures are activated in wet weather events when the Southern and Western Suburbs Ocean Outfall Sewer (SWSOOS) has reached capacity.

The Mill Stream SWSOOS, emergency relief structures, are the largest and worst performing in the Sydney Water's wastewater network. In 2021, the SWSOOS discharged more than 2,370 megalitres of untreated sewage directly into the Mill Stream, then to Botany Bay. Following discharges during 2021, impacts continued for more than five days, and in large discharge events, could be observed for more than two to four weeks.

For example, over twelve consecutive days in March 2021, 780 megalitres of raw sewage was discharged into the Mill Stream and Botany Bay. This is the equivalent of 312 Olympic-sized swimming pools of raw sewage.

In 2021, we undertook a bird study that confirms the long-term visual observations of SYD's Airfield Team that sewage overflows are attracting birds to the Mill Stream, which increase the aviation bird strike risk at runway 16 left and 34 right.

Reductions in overflows and the volume of overflows will reduce the risk of bird strikes, and importantly, the risks to people using the beaches near the airport.

SYD's operations team continue to manage bird strike risks through our Wildlife Management Plan.

In addition, water quality reports commissioned by Sydney Water and SYD in 2021 found that these regular sewage discharges are likely to cause environmental harm and risks to human health for the Mill Stream and Foreshore Beach users.

In early 2021, Sydney Water applied for and received further three-year Authorisation under the Airports (Environment Protection) Regulations 1997 to continue polluting the Mill Stream.

SYD has emphasised the need for Sydney Water to significantly reduce overflow events and reduce environmental, human health, and aviation safety risks and has requested that the government enforce Sydney Water's obligation to do so.

In December 2021, Sydney Water proposed long-term solutions to the overflows to Infrastructure NSW as part of the planning and funding process.

We are supportive of Sydney Water's long-term solutions to improve the aviation safety, environmental and human health risks associated with the overflows.

We will continue to advocate for Sydney Water to be held accountable to undertake the significant works needed to eliminate overflows into the Mill Stream.

## Responsible business



### Our people

The strength and commitment of our employees was on display again this year as COVID-19 delivered another period of extended disruption when Sydney was locked down from June to November.

We maintained our focus on the health, safety and wellbeing of our people, ensuring they felt supported and were kept up to date with the latest developments. Our frontline workers again showed their resilience and commitment during this time, continuing to operate the airport as normal.

We were proud to have our commitment to diversity and inclusion recognised when we were announced as the winner of LinkedIn's 2021 Diversity Champion Award for companies with <1,000 employees.

We negotiated a new Enterprise Agreement in 2021 covering 35 per cent of our employees for a two-year term. Information sessions were held to help answer questions about all changes to the new agreement, with voting run by an independent voting company. The agreement was approved by the Fair Work Commission and came into operation on December 1.

Our new three-year sustainability targets are driving us to build a workforce that is diverse, engaged and supported to develop and grow (Refer to these targets on page 13).

These targets are underpinned by a refreshed inclusion and belonging strategy, which will be rolled out in 2022.

### Employee engagement

This year was again challenging for our people with the extended Sydney lockdown due to COVID-19.

We conducted a pulse survey of our people during the year to understand how they were managing through the extended Sydney lockdown period. More than 80 per cent of our people told us they felt supported to do their jobs during the lockdown, and 78 per cent told us they felt they could speak up if they weren't feeling ok. If a team had lower scores, deep dive sessions were held to further understand their feedback and identify actions to address areas of concern.

While an engagement survey was not completed in 2021, the average score from the October pulse survey of 78 per cent continued to demonstrate high levels of engagement across the business.

Our new three-year target to reach an employee engagement score of at least 80 per cent builds on this strong foundation and recognises the value we see in building an engaged workforce.

### Supporting our people

As most of our people worked from home for the majority of 2021, we were focused on ensuring they felt supported and remained connected to SYD.

We continued to implement our mental health and wellbeing strategy, partnering with a new Employee Assistance Program (EAP) service provider, social enterprise Access EAP, to provide support to our people. We also introduced a new program by The Resilience Project to support our people (see the Safety section of this report on page 14).

In 2020, we rewarded SYD employees who took their full leave entitlement during the year with two weeks' bonus leave, to be taken in 2021. As circumstances changed over the course of this year, it became increasingly difficult for people to take their bonus leave. In light of this, the two weeks' bonus leave has been rolled over to 2022.

Each year, our people have access to three days wellbeing leave. This year, our people took 650 wellbeing days, which is the equivalent of 1.4 days per person. These days are designed to provide additional support to our people to ensure their overall wellbeing is maintained.

We made our annual health and wellbeing benefit, valued at \$300, more flexible and accessible, opening it up to allow people to buy their own fitness and wellbeing equipment to use at home during the lockdown. We also provided every SYD employee with a \$50 food delivery voucher to put towards a 'meal on SYD' while we were at home.



## Learning and development

This year, we introduced a new Learning Management System 'Learn@SYD' to streamline the way we manage training across the business.

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. These ranged from awareness training on our Environmental Management System and Airport Operating Licence, to cyber security and training to better understand and support passengers with hidden disabilities.

We also moved our popular 'SYDTalks' series online this year, which meant our people still had the opportunity to learn from their peers and other guests about topics as diverse as how airline slots work to how SYD's operations team managed through COVID-19.

Training hours completed by our people this year grew by more than 80 per cent, supported by our new Learn@SYD system. Our new three-year target is to deliver 15 or more training hours per employee every year.

## Diversity and inclusion

Our Diversity Council continued to work to raise awareness across a range of factors including gender, cultural diversity and sexual orientation.

In 2021, we became a signatory to the UN Women's Economic Empowerment Principles and delivered targeted mentoring for female members of the SYD team.

We continued to strengthen our diversity and inclusion foundations with enhanced internal reporting and reviewed and updated key policies. Our Women@SYD group organised events to celebrate International Women's Day this year, focused on financial literacy and building confidence.

We know our people are culturally diverse, with 19 ethnicities identified in our workforce in the 2021 diversity and inclusion survey. We celebrated this diversity during the year with a number of team events including Harmony Week and Holi, the Indian festival of colour, spring and love, for the first time led by our Technology, Digital and Data team.

To celebrate Sydney's Gay and Lesbian Mardi Gras festival in February, SYD commissioned an interactive artwork by Sydney based artist and LGBTQI+ advocate Sarah Rowan.

Our gender pay equity ratio remained high this year at 97.6 per cent. At year end, our Board had 33 per cent female representation and we retained 50:50 representation on our Leadership Team.

While we didn't achieve the female representation targets we set ourselves in 2019, we did increase female representation to 35 per cent in management roles and to 36 per cent overall in 2021 from 27 per cent and 31 per cent respectively in 2018.

Our new three-year gender diversity target is to achieve 40:40:20 gender split across SYD's leadership and overall.



Through our diversity council, working groups, events, and gender diversity target we encourage and promote the diversity and inclusion of all.



#SYDpride

@artistsarahrowan



## 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 updated and rolled out new training in our Code of Conduct. This training must be completed annually by our people to ensure they are aware of their obligations under the Code.

We continued to work with our suppliers to ensure their alignment with our Supplier Code of Conduct. We developed a Sustainable Supplier Survey to assess our suppliers' alignment with the requirements of the code. This was completed by our critical Tier 1 suppliers during the year, all of which demonstrated their compliance with all elements of the code.

TARGET 12-7



Our Supplier Code of Conduct sets out minimum expectations of our suppliers covering areas including health and safety, corporate governance, workplace conditions and human rights.

### Modern slavery

We reviewed and updated our modern slavery risk management and controls during the year, continuing to build our understanding of modern slavery risk in our operations and supply chain.

Our Sustainable Supplier Survey was completed to improve our understanding of risks in our supplier's businesses and supply chains.

In late 2021, we introduced a new third party risk assessment platform for our supply chain. Suppliers required to undertake this assessment will transition to this platform over time.

No instances of modern slavery were identified during our assessments in 2021.

Our triage processes for whistleblower reports were updated to include specific guidance to manage modern slavery reports received through this channel.

To build greater understanding that everyone at SYD has a role to play in fighting modern slavery, new modern slavery awareness training was rolled out for SYD people in high risk roles. This was also included in training for Airport Operating Licence holders, which includes our people and extends into ground service providers operating on the airport.

While we didn't identify any instances of modern slavery in our operations or supply chain this year, we recognised we needed to strengthen our ability to respond should instances be identified. To assist and inform this response, a modern slavery response plan was developed, which sets out the steps for SYD to consider and follow should modern slavery be identified in our business or supply chain.

More detail on our modern slavery risk identification and management can be found in our 2021 Modern Slavery Statement, available on our website.

### Tenant support during COVID

This year was another difficult year for many tenants at the airport as disruptions related to the COVID-19 pandemic continued. We maintained our fair and equitable approach to tenant support, providing temporary relief on a rolling three-month basis with a focus on helping those tenants that need it most, particularly the Mum and Dad retailers.

Where there were specific businesses that were significantly impacted in our property business, like airline lounge operators, caterers, and car rental businesses, we applied the same principles to relief as we did with our retailers.







## Whistleblower reports

SYD's whistleblowing program provides a safe and confidential channel for raising concerns. All reports of wrongdoing are treated seriously and investigated appropriately either 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.

We raised awareness of our whistleblower program throughout 2019 and 2020 and we saw an increase in the number of reports in 2021 to eight. These related to potential conflict of interest, potential unethical conduct, potential mismanagement of resources and HR issues. All reports were independently investigated during the year.

In four instances, the reported conduct met the criteria as a whistleblower report but after investigation was unsubstantiated. In the other four instances, the reported conduct did not meet the criteria to qualify as a whistleblower report as they were characterised as human resources related grievances and managed through the appropriate HR process. Nevertheless, in all instances, the reports provided important insights that enabled SYD to strengthen the culture and reduce risk of misconduct through training and increased awareness.

## Technology and cyber security

In March, SYD's technology and aviation teams delivered our new Passenger Processing System at T1 international and T2 domestic. The new platform delivers improved operational resilience, faster performance and increased security. More than 600 touchpoints were refreshed for over 40 airlines, with the updated system, which future proofs our business by supporting new technologies, automation and a seamless passenger experience, from biometrics, to touchless processing and off airport check-in.

Our Campus LAN project ran throughout 2021, replacing almost 1,000 prior generation network devices with new technology that requires less cooling and uses less power. More than four tonnes of old equipment and e-waste was recycled by our business partners in this project.

We reviewed and updated our technology disaster recovery and incident management processes during the year. In December, a desktop exercise was held to test processes, communications and recovery times, with learnings to be delivered over the course of 2022.

In cyber security, this year we achieved level three maturity with the 'top four' eight essential mitigation strategies (known as the Essential 8) set by the Australian Cyber Security Centre (ACSC) and mandated by the Department of Home Affairs.

Midway through 2021, SYD also began proactively implementing the 'bottom four' mitigation strategies in anticipation of mandate revisions in the critical infrastructure legislation amendment bill, which passed in November 2021.

We successfully completed the annual surveillance audit of our ISO27001 certification and ran desktop exercises to test and improve our response to cyber attacks.

Awareness of SYD's cyber threats improved across the business this year as new mandatory cyber security training was completed by all SYD people. Communication campaigns built greater awareness and understanding of the risks we face. These efforts delivered our best phishing susceptibility rate of just one per cent.

# Planning for the future



## 2021 highlights

Introduced SYD's  
**Airport Operating  
Licence**

12 new  
**Global  
luxury retailers**

Sydney Gateway  
**project commenced  
construction**

## Climate resilience

We continued to build our resilience to climate change in 2021. As Australia's major gateway airport, we recognise our airport is critical infrastructure. We remain focused on reducing our emissions, building operational resilience and adapting to the projected impacts of a changing climate on our operations and our business.

### Net Zero by 2030

In May, we announced a new target to achieve net zero emissions under our operational control by 2030 (Scope 1 and 2 emissions). Our pathway to net zero sets our approach to achieving our target.

Our commitment to be carbon neutral by 2025 in line with the Airport Carbon Accreditation program is a major milestone on our pathway to net zero by 2030.

Read more about our 2021 emissions performance and how we will achieve net zero by 2030 in the environmental management section starting on page 16 of this report.



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





## Climate-related risks and opportunities

We continue to focus efforts on the identification and mitigation of physical and transition climate risks for SYD. We have identified climate change risk as significant in our annual reporting since 2017 and it is included in our company-wide risk register. These risks have an inherent risk rating of medium over the medium term and high over the longer term.

Driver	Risk	Existing and future control/s
<b>Physical risk</b>		
<b>Greater rainfall and storm frequency and intensity</b>	Temporary airside disruptions due to flooding and damage on airport	<ul style="list-style-type: none"> <li>– Sydney Airport Flood Model</li> <li>– Airport design and location of critical infrastructure</li> <li>– Airport Emergency Plan</li> <li>– Regular inspections of airfield</li> <li>– Efficient stormwater drainage systems</li> <li>– Maintenance teams in place to repair damage and/or drainage failures</li> <li>– Thunderstorm Warning System</li> <li>– Airfield management e.g., temporary closure of taxiways and aprons</li> </ul>
	Temporary landside disruption due to flooding and damage to metropolitan transport infrastructure	<ul style="list-style-type: none"> <li>– Sydney Airport Flood Model</li> <li>– Integrated Operations Centre monitors transport network around the airport</li> <li>– Traffic Management Centre liaison</li> </ul>
<b>Sea level rise and tidal intrusion</b>	Temporary operational disruptions, increased frequency and duration of repair and maintenance activities	<ul style="list-style-type: none"> <li>– Airport design and location of critical infrastructure</li> <li>– Inspections of airfield and sea walls</li> <li>– Efficient stormwater drainage systems</li> <li>– Maintenance teams in place to repair damage and/or drainage failures</li> </ul>
	Reduced land for future development	<ul style="list-style-type: none"> <li>– Considered in strategic planning</li> </ul>
<b>Higher temperatures and more severe heatwaves</b>	Increased staff and / or passenger medical incidents due to heat exposure	<ul style="list-style-type: none"> <li>– First aid training</li> <li>– Safety procedures for outdoor workers</li> </ul>
	More stringent biosecurity requirements and potential for disease outbreaks due to global increase of communicable diseases	<ul style="list-style-type: none"> <li>– Airport Emergency Plan</li> <li>– Annual biosecurity awareness training for SYD people</li> <li>– Engagement with relevant Federal Government departments</li> </ul>
	Increased cost and temporary disruption to airside and landside power supply due to increased energy demand during heatwaves	<ul style="list-style-type: none"> <li>– Back-up generators to maintain critical infrastructure</li> <li>– Energy efficiency initiatives</li> <li>– Onsite generation</li> <li>– CASA power resilience requirements</li> </ul>
	Damage to pavements due to heat exposure	<ul style="list-style-type: none"> <li>– Pavements designed to Australian Standards for heat impact</li> </ul>
<b>Transition risk</b>		
<b>Legislative changes</b>	Government climate change policy may limit air travel emissions, increase cost pass through and change travel patterns, resulting in reductions in anticipated passenger volumes and associated revenue	<ul style="list-style-type: none"> <li>– Policy engagement and advocacy</li> </ul>
	Regulatory changes mandate zero carbon design and building standards, increasing development costs and delivery timeframes	<ul style="list-style-type: none"> <li>– Sustainable Design Guidelines</li> <li>– Consideration in strategic planning</li> <li>– 100 per cent renewable electricity by 2025</li> <li>– Net Zero by 2030</li> </ul>
<b>Decline in local and international environmental assets</b>	Decline of environmental tourism and impact of climate (flood, drought, fire, dust) causes changes to international and domestic passenger volumes, reducing anticipated revenue	<ul style="list-style-type: none"> <li>– Policy engagement and advocacy</li> </ul>

Sydney Airport's contribution to climate change solutions will also present new opportunities. These include:

- lower operating costs by reducing energy consumption and other efficiency initiatives
- designing and constructing sustainable buildings to attract high value tenants
- integrating climate adaptation opportunities into community investment strategies to support the resilience of our communities
- supporting airline partners with electrification and low emission fuels infrastructure to improve industry emissions
- enhancing our industry's response to climate change by engaging with stakeholders

## Planning for the future

### Improving climate resilience

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

SYD uses three scenarios based on the Representative Concentration Pathways (RCPs) outlined in the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report and International Energy Agency (IEA) scenarios outlines in World Energy Outlook 2020.

### Climate scenarios



**Business as usual**  
RCP 8.5° | IEA Current Policies 6°

A high emissions pathway where physical impacts increase over time, particularly the intensity and frequency of extreme events. Transition risks are limited in this scenario



**Moderate transition**  
RCP 4.5 | IEA INDC 2.6°

A moderate emissions pathway with emissions peaking ~2040. Moderate physical and transition risks, with the potential for disorderly policy responses



**Accelerated transition**  
RCP 2.6 | IEA Sustainable Development 1.5°-2°

Low emissions pathway with emissions peaking ~2020 and rapidly declining. Requires implementation of ambitious global and local climate change policy

We continued to make progress in the four key areas of SYD's climate resilience strategy during 2021:



**Energy efficiency and carbon reduction**



**Asset adaptation and future proofing**



**Business resilience and carbon neutral growth**



**Advocacy for a low carbon economy**



#### Energy efficiency

We updated our energy efficiency plans in 2021, assessing our progress to date and prioritising activities for 2022 to reduce our energy consumption and in turn, our emissions footprint. These plans are also designed to deliver year-on-year emissions reduction in line with our net zero by 2030 target.

During the year, we implemented a number of lighting projects in our car parks and baggage rooms to improve energy efficiency.



#### Asset adaptation and flood risk

We recognise that physical impacts of climate change may present risks to our assets now and into the future. To better understand flooding risk across the airport, SYD's flood model was updated in 2021 to consider:

- recent and planned developments to assess flood risk
- SYD's climate change scenarios to understand potential impacts from different global warming projections
- additional time horizons to inform planning and investment (i.e. 2030, 2050 and 2100)

#### Key findings

The model update confirmed recent developments or projects planned during the next 10 years does not increase flood risk across the airport.

The model found extreme rainfall events present the greatest flood risk over time, with sea level rise compounding these impacts by 2100.

Rainfall events were modelled under different climate change scenarios to identify key flood risks across the three time horizons.

At 2030, the airport experiences small additional flood impacts under all scenarios, with the northern section of the airport at risk of flooding in the 1-in-100 year storm under the worst case climate change scenario (RCP 8.5).

At 2050, the model shows no notable impacts to infrastructure during 1-in-10 and 1-in-20 year storms. During a 1-in-100 year storm, there is flooding at the northern end of the main runway across all climate change scenarios.





At 2100, extensive flooding is anticipated in the 1-in-100 year storm for all climate change scenarios. The projected flood depths are highest in the worst climate change scenario (RCP8.5) at domestic and international precincts, with Alexandra Canal predicted to flood over the canal walls on to airport land in this scenario.

At 2030 and 2050 impacts of sea level rise were identified as minimal and contained within existing infrastructure with little change under different climate scenarios. At 2100, sea level rise may cause flooding within the airport boundary under the worst climate change scenario (RCP 8.5) as water rises up through existing pipes in the domestic precinct. This risk can be mitigated over time through engineering solutions to stop water from coming to the surface.

#### Next steps

Using the updated findings, a flood risk mitigation strategy is in development. In 2022, we will identify the timing and type of infrastructure and operational risk mitigation required to strengthen our resilience to flood risk. This may include the installation of one-way valves and strengthening of sea and canal walls to address sea-level rise risk, and upgrades to SYD's stormwater network to improve drainage and flood response planning to mitigate impacts.

Capital investment required to mitigate short to medium term risks is considered in the next Corporate Plan. Over time, the model outputs will support SYD to prioritise future investments according to risk.



#### Business resilience and carbon neutral growth

This year, we continued to build our understanding of SYD's transition climate risks. These are risks which our business faces as the world transitions to a low carbon economy.

We worked with external experts to review these risks in line with SYD's three climate scenarios and the mechanisms through which the risk has the potential to impact the business financially. The work also identified internal and external data sources to support more detailed scenario analysis. Focused on quantification of these risks, our finance and aviation teams built a deeper understanding of how these can be integrated into decision-making processes and evaluations of opportunities. This work continues.

We also turned our focus to understanding potential future for energy in aviation. We engaged with aircraft manufacturers and fuel producers to understand the outlook for low emissions aircraft and fuel in the coming years and decades. This year, we began working with students from the University of New South Wales to understand the aviation energy transition around the world, and the infrastructure and engineering implications for SYD which will inform our strategic planning and infrastructure investment over time.



#### Advocacy for a low carbon future

It is widely recognised that low or no emissions energy solutions will play a critical role in the decarbonisation of the aviation sector. In 2021, we continued to build our understanding of the role we can play as an airport in these solutions.

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.

In the lead up to COP26, SYD signed the World Economic Forum's Clean Skies for Tomorrow ambition statement to achieve 10 per cent Sustainable Aviation Fuel (SAF) use globally by 2030. This industry coalition is committed to accelerating the supply and use of SAF technologies to achieve this target.

We also supported the development of the Airport Council International's (ACI) net zero by 2050 long term carbon goal for member airports. ACI's five regions (ACI Europe, ACI Latin America and Caribbean, ACI Africa, ACI Asia Pacific and ACI North America) came together to develop the goal, and SYD participated in working groups alongside other airports globally to develop the goal throughout the year.

Even though our net zero target reflects a more accelerated transition to net zero, we support ACI's long term carbon goal, acknowledging the diversity in airport operating contexts that may affect delivery of the goal.

## Planning for the future

### TCFD roadmap

We have been supporters of the Task Force for Climate-related Financial Disclosures (TCFD) since 2018 and report annually in line with its framework.

Progress against our TCFD roadmap can be seen in the table below. Actions underpinning this progress are discussed in detail in our complete 2021 TCFD Report, which can be found in the Sustainability section of our website.

TCFD pillar	Actions	2021	2022	2023
Governance	Further integrate climate consideration into strategic planning	●	→	
	Conduct Board and leadership deep dives on climate change	●	→	→
Strategy	Implement climate change resilience strategy	●	→	→
	Continue to integrate climate change considerations into business strategy	●	→	→
	Review climate risks and integrate into department risk plans	●	→	
Risk management	Develop signposts to monitor changes in scenarios	☼	→	
	Understand the potential financial impacts	●	→	→
Metrics and targets	Develop medium and long-term climate targets	●		

● Achieved ● Significant progress ● In progress ○ Not achieved ☼ Progress impacted by COVID-19

### Working with partners to reduce Scope 3 emissions

The vast majority of SYD's Scope 3 emissions come from the landing and take-off (LTO) cycle of aircraft at Sydney Airport, and emissions from passengers and workers travelling to and from the airport. Collectively, these accounted for approximately 76 per cent of our Scope 3 emissions in 2021.

We continued to be a part of Bioenergy Australia's Sustainable Aviation Fuel Alliance Australia and New Zealand (SAFAANZ), reviewing policy submissions and participating in working group meetings.

In order to prioritise our focus, our efforts to manage Scope 3 emissions consider both the magnitude of emissions and the degree of influence we have.

SYD's remaining Scope 3 emissions come from airport ground operations and 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.

This year, we set a new three-year target to reduce emissions from these airport ground operations by 50 per cent by 2025.

To achieve this target we will provide green electricity to tenants purchasing electricity from SYD, work with ground handlers to transition to low or no emissions GSE, 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. We are also reviewing and assessing future infrastructure needs to support future fuels for airlines.





## Sustainable design and development

Many projects across the airport continued throughout 2021, with a number accelerated to be ready for when customers return to the airport once travel restrictions are lifted.

This year, we continued to focus on the roll out of the SYD Sustainable Design Guidelines developed in 2020. These set minimum sustainable design requirements for projects across the airport and align with the requirements for the Green Building Council of Australia.

These guidelines were applied to projects in 2021 including the international arrivals forecourt, amenities upgrades in our terminals, the refurbishment of SYD's offices and the initial design work for the new hotel to complete SYD's domestic precinct hotel offering.

During the year, we extended a number of contracts with tenants with no requirement to re-fit the premises. This extends the longevity of the fit out and reduces waste.

We use recycled content in road base as we repair roads around the airport precinct. This year, our works on Link Road were completed using more than 6,500m<sup>2</sup> of recycled content asphalt, made up of recycled asphalt and glass.

### Sydney Gateway

This year, Transport for NSW (TfNSW) and its contractors began work on the Sydney Gateway road project.

Sydney Airport and Port Botany generate over \$10 billion in economic activity and handle close to \$100 billion in freight each year. It is Sydney's second largest employment precinct, after the central business district.

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.

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 and congestion, and return local streets to the community.

This year, SYD handed over more than 30 parcels of land to TfNSW for Gateway construction. Our teams worked with government to support planning approvals for the project, and delivered the Jet Base Services Relocation project, which involved the construction of a new pump station, a new kiosk substation and other service diversions including High Voltage power and potable water. More than 750 m of airside and security fencing was also relocated to create landside construction sites for the project.

### Improving the resilience of our infrastructure

An airport's baggage system is critical to the overall resilience of its operations. During the year, our teams took advantage of quieter baggage loads to upgrade our baggage systems in the domestic precinct.

We continued to invest in the resilience of our assets this year. We commenced early works on the Airport Zone Substation, which provides two-thirds of the power to the airport. This project simplified operational requirements while providing a more resilient and flexible network to allow for future developments and growth. The new design ensures the asset is built above the 1 in 100 year flood levels.

We improved the resilience of our HV network this year by upgrading the HV cable between the CA and Kyeemagh substations. The ring main on Link Road was also upgraded, with end of life equipment replaced.



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

### Runway works

Like roads and motorways, runways need maintenance too. Operational disruptions from COVID-19 meant we were able to work on projects on our runways with minimal operational impact in 2021.

Work to re-sheet our main runway commenced in January with asphaltting and lighting works on the taxiways associated with the main runway. The east/west runway was re-opened in April to allow works to commence on the northern end of the main runway.

We undertook major reconstruction work on the northern end of runway 16R in 2021.

The threshold slabs were built over 50 years ago and were at end-of-life stage, so the team took advantage of less activity on the airfield to completely replace this part of the main runway, rather than patching and replacing smaller sections as is the practice during normal operations.

The runway was temporarily reduced in length to facilitate the works, with the airfield operations team implementing required safety measures, including runway markings, to ensure safe ongoing operations throughout the project period. A community information campaign was conducted prior to works commencing to keep people informed.

In four months, 9,200 m<sup>2</sup> of runway was replaced with 6,000 m<sup>3</sup> of concrete, which is enough to fill 2.5 Olympic-sized swimming pools.

Around 10,000 tonnes of concrete was recycled in this project, and we worked with our contractor to ensure the base layer of the runway contains recycled content. This new section of the main runway is expected to last for more than 40 years.

### Airspace and airfield efficiency

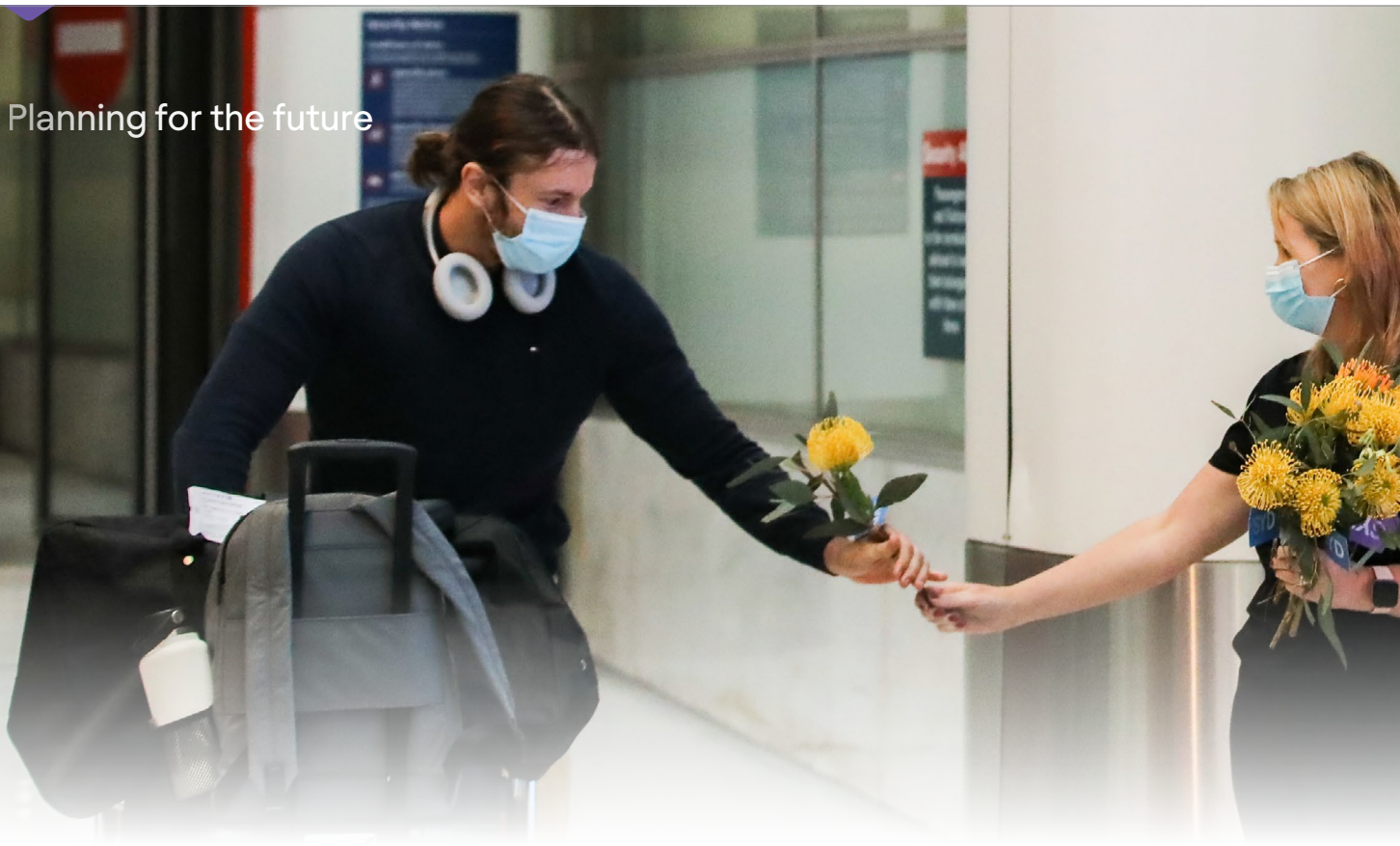
We introduced our Airport Operating Licence (AOL) in April 2021, setting minimum enforceable standards to improve safety, security, environment and operational performance outcomes and behaviour in our airport community.

The AOL agreement was developed over a three-year period with the assistance of the International Air Transport Association (IATA) and extensive stakeholder consultation. It is the first of its kind in Australia, enabling SYD 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 and will be ongoing with both individual licensees and the AOL community. This consultation will be important in shaping future decisions on infrastructure and operational changes.

## Planning for the future



In its first nine months of operation, the AOL is already improving practices. For example, there were more than 70 non-compliances with AOL requirements for equipment staging which resulted in bay closures in the second quarter of 2021. By the end of the third quarter, this had fallen to just six.

Almost 700 people have completed AOL induction training since its launch in July, which covers important operational and safety information licensee personnel require to complete their duties.

We were proud to win the Australian Airports Association 2021 award for Operational Excellence for the introduction of the AOL at Sydney Airport.

### Review of Sydney Airport Demand Management Scheme

In October 2020, the Federal Government commissioned Mr. Peter Harris AO to review the demand management scheme at Sydney Airport.

SYD considers there are important improvements than 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 the movement cap that would see SYD 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 the aviation sector to recover from the impact of the COVID-19 pandemic.

In February 2021, the Government released the recommendations of the Harris review, which ranged from consideration of the rolling hour, changes to the regional access scheme, alignment to global guidelines, and rules around slot misuse. Following this, a series of technical working groups were established between government, industry, and the community.

The technical working groups continue their work in Q1 2022, and the outcomes of this process will be considered by Government later in the year. Any reforms are intended to be implemented during 2023-2024.

### Customer experience

COVID safety has again been a priority for SYD throughout 2021. We have maintained our COVID-safe protocols, and worked closely with governments to facilitate travel through our airport. We also continued to enhance our COVID safety messaging and measures in our terminals.

Our SYD Support volunteers continued to provide a warm welcome to passengers as travel recommenced throughout the year.

We invested in projects to enhance everyone's experience at the airport during 2021. These included new luxury retail stores at T1 international, upgrades to bathrooms across our terminals and the introduction of contactless ordering for food and beverages at the domestic terminals.

We welcomed people back to Sydney Airport with events and activities throughout the year, including celebrations for the opening of the Trans Tasman travel bubble with New Zealand in April and the reopening of international borders on November 1.

We continued work to improve the airport experience for passengers with hidden disabilities, partnering with Autism Spectrum Australia to deliver face to face training for our frontline operational teams and project leads across the customer, design and construction teams. Since 2020, more than 60 SYD staff have completed this training. We also facilitated training for key partners including Border Force, Department of Agriculture, Certis Security, Assetlink and airlines.





### New luxury retailers

When travellers return to T1 international terminal they will be greeted with the most comprehensive collection of luxury travel retail anywhere in Australia and New Zealand.

Louis Vuitton will open the brand's first travel retail store in the Southern Hemisphere at SYD in 2022, which will be the largest stand-alone luxury store at the terminal. In addition, 11 new global luxury retailers are opening including, Saint Laurent, Dior, Moncler, Loewe, Celine, Bottega Veneta, Prada, Balenciaga, Valentino, Cartier and Gentle Monster.

### New bathrooms

We recognise that our customers expect high quality bathroom facilities at the airport. In 2021, we upgraded two bathrooms in T2 and T3, providing more space, increased functionality and improved finishes as a part of our long term bathroom upgrade strategy.

### T1 Arrivals Experience

During Sydney's lockdown, our design teams were busy re-imagining the T1 international arrivals experience.

Our goal is to create a memorable and consistent Sydney experience beyond the terminal. We are working hard to deliver a space where people can gather, celebrate and take in a truly Sydney experience after getting off a long flight or being reunited with friends and family.

SYD has collaborated with architecture firm Hassell and Indigenous-owned landscapers Jiwah to create a native green space in the refreshed T1 international forecourt. Native trees, structural plants, ground covers and grasses have been selected to create a sustainable green area using many species indigenous to the area.

The airport 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.

With early works due for completion in February, main works are underway and scheduled for completion in late 2022.

### New on-airport accommodation

Adding to our existing on-airport accommodation, a new 9-storey building with more than 300 rooms will be constructed next to the Ibis and Mantra, creating a new integrated precinct on the airport's doorstep. Targeted to open in 2024, guests can expect new bars, restaurants, club lounges, valet parking and wellness centres.

### Australia's first airport transit hotel

This year saw the completion of Australia's first airport transit hotel and arrivals lounge at T1 international terminal. 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. The Aerotel is due to open in 2022.

### Access to and from the airport

Sydney Gateway began construction this year. When complete, Sydney Gateway will divert trucks from local streets in Mascot by providing an alternative route, reduce travel times and congestion, and return local streets to the community.

It will also deliver new toll-free connections from the Sydney motorway network to the international and domestic terminals.

This year, Transport for NSW (TfNSW) and its contractors began work this year on the Sydney Gateway road project. In early 2021, interactive touchscreens were set up at T1 and T2 Domestic to collect feedback from passengers and airport staff on the project.



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



# Supporting our community



## 2021 highlights

**\$2.4 million**

in community value,  
as measured by B4SI

Purchased more than

**\$565,000**

worth of goods and services  
from social and indigenous  
enterprises

More than

**1,200 hours**

in employee volunteering

### Building on strong foundations

During 2021, we continued to work closely with the diverse group of stakeholders that make up our airport community.

Navigating the ongoing challenges associated with the COVID-19 pandemic, our teams continue to work closely with governments to adapt our airport operations to ongoing border openings and closures, and with our tenants to manage through further disruptions this year.

We built on the strong relationships developed in 2020 with agencies including Australia Border Force, the Australian Federal Police, the Department of Agriculture, Water and Environment, NSW Health, and NSW Police to develop and implement COVID-19 protocols across our three terminals.

In February, we worked with industry and the Business Council of Australia to develop a roadmap for how restrictions should be rolled back with each phase of the COVID-19 vaccine roll out.

We continued to advocate for a common-sense approach to re-opening New South Wales and Australia, reflecting the grand compact that people are essentially making by getting the vaccine: if you get the jab, you get your life back.

We continued to work with Federal, State, and local governments on a range of issues during 2021 in addition to COVID-19, including border and security-related issues, airspace management, environmental management, infrastructure upgrades, the review of Sydney Airport's Demand Management Scheme, protection of land and planning laws, and aviation safety.

With the Gateway project commencing construction in 2021, we worked closely with Transport for NSW (TfNSW) to engage key stakeholders on the project. We developed community notifications about upcoming works and briefed our airport stakeholders and businesses operating near the airport on the changes to expect. We continue to work closely with the transport and customer journey

planning team at TfNSW to develop communications for major traffic changes, including live traffic notices, radio advertising, traffic alerts and media and social media content.

SYD is an active member of the Sydney Airport Community Forum (SACF), which met four times during 2021. Other SACF members include local mayors, state and Federal Members of Parliament, community representatives and representatives of domestic and international airlines.

To thank everyone for their efforts during 2020 and to establish stronger connections across the airport community, we welcomed more than 1,000 people to the Twilight on the Rooftop event in late April 2021. From our cleaning and security teams to airline and ground crew, office teams, frontline teams, Border agencies and NSW Police, retailers, construction partners, NSW Health staff and colleagues from Transport for NSW, the event brought together our entire Airport Community for the first time.



## Engagement with our local community

After another year of disrupted airport operations, we worked hard to maintain our relationship with the local community.

Our people held events to support Australia's Biggest Morning Tea, RU OK Day, Harmony Day and International Women's Day to give back to the community.

We showed our support for events that are important to our community by recognising Mardi Gras, ANZAC Day, Remembrance Day, Reconciliation Week and NAIDOC Week across our terminals.

### Keeping our community informed of operational changes

From March 2020, the east-west runway at Sydney Airport was closed to allow airlines to park grounded aircraft during the COVID-19 pandemic, which changed the distribution of flights across flight paths in and out of our airport.

As we prepared to reopen the runway in April 2021, we knew residents' experience of aircraft noise would have changed while our operations were impacted by the pandemic. We also recognised some residents would have moved to the areas around the airport during this time and not experienced normal operations at the airport.

We proactively communicated the reopening, including distributing information to around 90,000 households in suburbs directly affected by flight paths to and from the east-west runway, and briefings for local, State and Federal MPs. We also made use of our social media channels to share information about the changes.

In 2021, we completed a major runway safety project to reconstruct the 9,200 m<sup>2</sup> concrete threshold at the northern end of the main north-south runway.

To ensure the safety of workers on site, the usually busy runway was closed for four months. This redistributed and increased the number of flights into Sydney Airport across other flight paths.

We proactively engaged with the local community in advance of the project to raise awareness of the changes, including a letterbox information drop to 330,000 households in the areas most affected by the change and notifying local elected representatives.

When the project was finished, we informed households in the vicinity of or beneath the flight path to expect to see and hear aircraft flying overhead again.

### Deliberative engagement to inform demand management approach

Deliberative engagement is an effective way to engage with the local community when complex policy changes are being considered. Following the release of the Federal Government's Demand Management Discussion Paper in 2021, a deliberative community panel was convened by SYD to consider how the demand management system at Sydney Airport could be improved.

Comprising 22 members of the Sydney community – half of whom lived in noise-affected communities represented on SACF, the other half from other parts of Sydney – panel members heard presentations from a range of organisations and speakers including a SACF representative, a former Aircraft Noise Ombudsman, the NSW Farmers Association, a representative from country NSW and from SYD.

The Panel members met over three days. At the conclusion of its extensive discussion and deliberation, the panel responded to the question asked of it by unanimously agreeing to a set of policy recommendations supporting reform in these complex and historically controversial areas. These recommendations informed our engagement with the Federal Government on this issue.





## Supporting our community

### Social impact and community investment

In 2021, we continued to create value in our community through partnerships, volunteering and procurement. Beginning in 2022, we will refocus our approach on social impact to align with SYD's sustainability strategy. This new strategy is underpinned by three pillars: purpose-led people, procurement and partners. Our objective for the refreshed approach is to increase our contribution to the community and divert our spend for good by working with social and Indigenous enterprises.

#### Community value

In another challenging year for the airport and Sydney, our contribution to the community totalled \$2.4m, combining community investment and social and Indigenous procurement, as verified by Business for Societal Impact.

This includes \$1.85m of cash, time, in-kind donations and management costs. This is significantly lower than our contribution in 2020 due to the ongoing impact of the COVID-19 pandemic and extended lockdown in Sydney.

The airport also facilitated additional contributions to the community from other sources such as customers and employees to the value of almost \$72,000 which is referred to as 'leverage' in the Business for Societal Impact framework.

We renamed our SYD100 Scholarship the Trevor Gerber SYD100 Scholarship in honour of our departing Chairman. This year's scholarship was awarded to Hoang Thai Tran, who is studying a Bachelor of Aviation Management at UNSW and working to achieve his goal to become a commercial pilot.

#### SYD and Bayside Council's joint Community and Environmental Projects Reserve Fund

In October, we announced an integrated family and water play area with an aviation theme at the Botany Aquatic Centre as the first major project under SYD and Bayside Council's joint Community and Environmental Projects Reserve Fund.

Including a water slide and a splash pad for all ages and abilities, the upgrade will provide a place to learn water safety skills and for locals to spend quality time with family and friends.

The other project endorsed in 2021 is Greening Bayside, which will spend \$1m over the next five years for the planting of trees in local reserves. This project will improve the urban canopy over time and is designed to contribute to heat reduction in a highly urbanised environment as the climate warms over time.

The fund, established in 2018, provides council with around \$12m to deliver a variety of jointly agreed community and environmentally focused projects over the next 10 years.

#### Making Sydney proud every day

In 2021, our people volunteered more than 1,200 hours with a variety of organisations include Raise Foundation, Eat Up Australia and Sydney Children's Hospitals Foundation.

We continued our partnership with Raise Foundation this year, which is a not-for-profit that trains volunteer mentors to empower young people to believe in themselves. In 2021, Raise trained 16 SYD staff to mentor students at Canterbury Girls and Canterbury Boys High Schools in our local community.

The SYD mentors faced a challenging year of mentoring, beginning in May 2021, continuing during Sydney's four-month lockdown and concluding with an online graduation in September.

SYD participants reported a positive personal impact from the program, and improvements in their job-related skills.







We again volunteered with Eat Up Australia, an organisation that focuses on feeding Australian children that experience food insecurity and go to school hungry. Our people participated in a number of 'SYD Sandwich Showdowns' this year, bringing different teams together across the organisation to make sandwiches for children in need.

In June, we hosted Sydney's signature fundraising event for our partner, Sydney Children's Hospitals Foundation. SYD provided space on the airfield for the Gold Dinner event and our people provided more than 150 hours of volunteering in the lead up and on the night of the event.

This year's event raised a record-breaking \$5.2 million for youth mental health. Funding will support research into mental health, staff peer-support programs, child psychiatrists and emergency departments, as well as providing vital training for health specialists.

#### **Diverting our spend for good**

In 2021, we continued to focus on social procurement, exploring how we could incorporate social and community benefits, alongside price and quality considerations, into our procurement practices.

SYD worked with a number of social enterprises and Indigenous businesses throughout the year, purchasing \$569,000 worth of goods and services. These included The Resilience Project, HVTC and Two Good Co and Indigenous businesses including Blackfish Photography, Kalinda IT and Mumbulla Creative.

To mature our responsible procurement agenda, the airport became a member of Social Traders in 2021 to allow us to identify social enterprises we can work with.

We also continued to build understanding among our people of the power of responsible procurement and social enterprise through targeted communication and information.



## Supporting our community

### Celebrating our Reconciliation Action Plan journey

Every organisation's Reconciliation Action Plan (RAP) journey is unique. Throughout SYD's journey, we have focused on building a genuine and meaningful connection with our local Indigenous community.

2021 was the final year of our first RAP. Highlights over this time include:

- Embedding Acknowledgement of Country into our business practices
- Proudly acknowledging Traditional Custodians across our terminals on digital screens, hoardings, entry points to our precinct and at our office sites with plaques
- Celebrating National Reconciliation and NAIDOC Weeks with our people and airport stakeholders including Australian Federal Police and Border Force, showcasing the history and culture of the Gamayngal, the Aboriginal people belonging to Botany Bay

- Strengthening our relationship with CareerTrackers and increasing the number of interns we support at the airport
- Reviewing our Supplier Code of Conduct and tender process to incorporate Indigenous engagement and suppliers
- Incorporating more Indigenous suppliers into our supply chain

SYD has partnered with Indigenous internship program CareerTrackers since 2016 and now have one full-time staff member onboard from the program. The internships provide both development opportunities for our people and another avenue for SYD to connect with the Indigenous community. This year, our Corporate Affairs team welcomed a CareerTrackers' intern in both the summer and winter university breaks.

Our next RAP will remain at the Innovate level as we continue to engage our people in reconciliation, strengthen our partnerships with our local Aboriginal and Torres Strait Islander communities, collaborate with our airport community to advance reconciliation and develop purpose-led procurement outcomes.

Our RAP focus areas moving forward remain aligned to three Sustainable Development Goals:

- SDG 10: Reduced Inequalities
- SDG 4: Quality Education and
- SDG 8: Decent work and economic growth

Our second Innovate RAP remains focused on the key pillars of relationships, respect and opportunities.

We are very proud of the relationship we have built with the people of Gamay, Botany Bay through the Gujaga Foundation and Gamay Rangers over the period of our first RAP. Our focus for our next RAP is to increase the number of community groups we engage with on our reconciliation journey.





In addition to our direct relationships, we are committed to building connections between our Indigenous community partners and businesses that work at Sydney Airport, focusing on Indigenous employment opportunities on the airport precinct.

A new cultural awareness training program developed in consultation with Gujaga Foundation will be rolled out to SYD people in 2022. The program combines face-to-face training and cultural immersion sessions on Country with digital resources.

During our first RAP, we developed commercial relationships with a number of Indigenous businesses and met our spending targets. In 2022, we will include Indigenous supplier Key Performance Indicators (KPIs) for our people, embedding the commitment to Indigenous procurement in each area of the business.

SYD is committed to increasing Indigenous participation in collaboration with businesses working in the airport precinct who are also on a reconciliation journey. We want to connect our current and future Indigenous partners with airport businesses to facilitate employment opportunities for the local community at the airport.

To support the implementation of our next RAP, we will incorporate an external advisory panel that brings together local Indigenous community groups. This is to ensure that our reconciliation journey is informed by Indigenous voices and embraced by the community.



Through our RAP we are committed to reducing inequality and advance reconciliation in Australia.

## Economic contribution

We continued to actively contribute to the industry and Australia's strategies for economic recovery from the COVID-19 pandemic. CEO Geoff Culbert led the Tourism, Trade, Freight and Logistic workstream of the Business Council of Australia's COVID-19 recovery effort.

The critical role we play in Australia's recovery was highlighted early in 2021 when Australia's first COVID-19 vaccines landed at Sydney Airport.

We've continued to work hard throughout 2021 to make sure Sydney is on the map as Australia's international gateway.

In October, we announced we would dollar-match the NSW Government's \$60m aviation attraction initiative, creating a \$120m war chest aimed at turbo-charging the return of international airlines to NSW.

International aviation is the lifeblood of the tourism sector and the aviation attraction fund will make sure Sydney is being talked about in airline boardrooms from Doha to Dallas, accelerating our return to pre-pandemic levels of passenger traffic.



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 2021.

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	2021	2020	2019	2018	2017
Number of passengers (million)	7.93	11.24	44.4	44.4	43.3
Number of domestic passengers <sup>1</sup> (million)	7.17	7.45	27.5	27.7	27.4
Number of international passengers (million)	0.75	3.79	16.9	16.7	16
Total number of aircraft movements ('000s)	98.5	137.3	348.7	349.6	349.6
Total number of employees	469	436	508	487	441

1. Includes T2 & T3

Health, safety and security	2021	2020	2019	2018	2017
<b>Injuries and injury rates</b>					
<b>Injuries by type - Employees</b>					
Fatalities	0	0	0	0	0
Lost time <sup>1</sup>	2	5	6	10	6
Medical treatment	8	4 <sup>2</sup>	8	8	10
<b>Injuries by type - Service providers <sup>3</sup></b>					
Fatalities	0	0	0	0	0
Lost time	6	13	14	9	13
Medical treatment	0	6	11	16	41
<b>Lost Time Injury Frequency Rate (LTIFR) <sup>4</sup></b>					
Employees	2.6	5.4	6.4	9.6	6.0
Service providers	4.5	8.0	4.9	3.0	4.7
<b>Total Recordable Injury Frequency Rate (TRIFR) <sup>5</sup></b>					
Employees	12.9	9.7 <sup>2</sup>	15.0	17.3	16
Service providers	4.5	11.8	8.7	8.4	19.4
<b>Other rates</b>					
Passenger Incident Rate <sup>6</sup>	1.0	1.3	0.9	1.0	1.0
Absenteeism rate <sup>7</sup>	1.80	2.08	—	2.13	2.80

1. 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

2. An undetermined claim from November 2020 was accepted in November 2021, resulting in one additional MTI with a date of injury in 2020

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

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

5. Represented the number of MTIs and LTIs per million hours worked

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

7. Calculated by dividing the number of days of employee absences by the available workdays Absenteeism does not include excused absences, when an employer has granted an employee permission to miss work





Health, safety and security	2021	2020	2019	2018	2017
<b>Training hours and inspections</b>					
Safety training hours	3,128	1,699	1,891	2,762	—
Number of safety walks and talks	632	736	840	—	—
% of facilities inspected for safety	40	49	—	—	—
% of facilities that failed safety inspections	0	0	—	—	—
<b>Aviation safety</b>					
Aviation safety hours	8,170	7,687	6,287	8,297	8,256
Wildlife strikes <sup>1</sup>	4.21	2.4	2.33	1.2	1.9
<b>Cyber security</b>					
Number of reportable data security breaches	0	0	—	—	—
Number of breaches involving confidential information	0	0	—	—	—
Number of customers affected	0	0	—	—	—

1. Wildlife strikes per 10,000 aircraft movements

Environment <sup>1</sup>	2021	2020	2018-19	2017-18	2016-17
<b>Greenhouse gas emissions (tCO<sub>2</sub>e)</b>					
<b>Total Scope 1 &amp; 2 (Location based)<sup>2</sup></b>	71,382 <sup>3</sup>	75,854 <sup>3</sup>	83,620	86,916	87,888
<b>Scope 1</b>	<b>5,886</b>	<b>5,612</b>	<b>5,755</b>	<b>5,569</b>	<b>5,826</b>
Natural gas	4,938	4,316	4,080	3,550	3,313
Stationary fuels	122	140	134	167	127
Transport fuels	476	838	1,270	1,585	2,071
Other	350	319	271	267	315
<b>Scope 2<sup>4</sup></b>	<b>65,496</b>	<b>70,242</b>	<b>77,865</b>	<b>81,347</b>	<b>82,062</b>
Electricity	65,496	70,242	77,865	81,347	82,062
<b>Scope 3</b>	<b>234,538*</b>	<b>269,985<sup>5</sup></b>	<b>874,016<sup>5</sup></b>	<b>884,304</b>	<b>1,120,932</b>
Landing and Take Off	151,482	165,121	431,445	428,924	455,300
Ground Support Equipment	5,886	6,005	29,380	29,016	14,138
Auxiliary Power Unit	5,810	6,150	49,247	52,147	47,322
Surface Access	27,226	37,594	289,583	288,985	520,482
Third party energy	41,555	51,484 <sup>5</sup>	64,524 <sup>5</sup>	25,338	25,460
Waste	2,015	3,021	8,968	9,747	10,083
Engine testing	488	452	696	751	415
Corporate travel	15	53	81	133	141
Aviation Rescue and Fire Fighting	61	105	92	110	137
<b>Emissions intensity (kgCO<sub>2</sub>e/ PAX)</b>					
Total emissions Intensity <sup>6</sup>	8.9*	6.7*	2.4	2.6	2.7

1. Data from 2020 onwards is in line with the calendar year and includes T3

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

3. Calculated using partly extrapolated figures for fourth quarter

4. Consists 100% of electricity consumption by Sydney Airport Corporation Limited

5. Restatement due to improved available data for emissions from a third party facility

6. Calculated by dividing total Scope 1 and 2 emissions by total number of passengers. Offsets purchased for Scope 1 emissions deducted

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

## Performance data

Environment <sup>1</sup>	2021	2020	2018-19	2017-18	2016-17
<b>Carbon Offsetting (tCO<sub>2</sub>e)</b>					
Total offsets	1,044	785	N/A	784	295
<b>Energy</b>					
<b>Total energy consumption (GJ)</b>	404,825	412,564	446,544	447,635	447,283
Natural gas	95,819	83,758	79,184	68,893	63,422
Stationary fuels	1,745	1,815	1,924	2,391	1,817
Transport fuels	6,842	12,007	18,067	22,577	29,472
Electricity (excl. renewables)	297,735	312,184	344,607	352,831	351,696
Renewable	2,684	2,800	2,763	943	0
<b>Other air emissions (kg)<sup>2</sup></b>					
Carbon Monoxide (CO)	4,751	4,029	3,708	3,700	3,400
Oxides of Nitrogen (NO <sub>x</sub> )	7,291	5,705	6,670	6,700	5,600
Oxides of Sulphur (SO <sub>x</sub> )	47	45	34	34	32
Volatile Organic Compounds (VOC) <sup>3</sup>	641,627	154,601	461	460	440
Suspended Particulate Matter (PM <sub>10</sub> )	530	415	417	420	370
Suspended Particulate Matter (PM <sub>2.5</sub> )	523	412	414	420	360
<b>Water</b>					
<b>Total water consumption (KL)</b>	453,494*	480,076*	705,702	617,891	756,081
Potable water consumption	323,196	328,255	526,698	465,960	600,845
Ground water	178	244	534 <sup>4</sup>	1,263	3,964
Water recycled (and consumed)	130,120	151,577	178,141	150,668	151,272
Total water recycled (%)	29	32	25	24	20
Total water recycled T1 (%) <sup>5</sup>	35	36	30	30	—
<b>Water intensity</b>					
Total water intensity (L/PAX) <sup>6</sup>	57*	43*	21	18	24
<b>Environmental Spills</b>					
Number of large spills (>100m <sup>2</sup> )	2	1	4	4	1
<b>Noise</b>					
Noise complaints and breaches	0	2	2	10	4
Number of Aircraft Engine Operating Procedure breaches <sup>7</sup>	—	0	0	12	0

1. Data from 2020 onwards is in line with the calendar year and includes T3

2. 2020 and 2021 calculated using partly extrapolated figures for fourth quarter

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

4. Number updated for accuracy based on internal data reviews

5. Includes tenants in the international precinct

6. Calculated by dividing total water consumption by the total number of passengers

7. NSW Health introduced a new protocol for international quick turnaround at Sydney Airport in 2021 in response to the COVID-19 pandemic. The operation requirements under this protocol exceed SYD's Aircraft Engine Operating Procedure. Breaches during this period are not recorded by SYD.

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





Environment <sup>1</sup>	2021	2020	2018-19	2017-18	2016-17
<b>Waste<sup>2</sup></b>					
<b>Waste generated (tonnes)</b>	1,544*	2,325*	6,360	6,489	6,438
Hazardous waste (quarantine)	1,409	454	1,772	1,704	1,486
Non-hazardous waste <sup>3</sup>	134	1,870	4,588	4,785	4,952
<b>Waste disposal (tonnes)*</b>	1,544*	2,325*	6,360	6,489	6,438
Recycling (including e-waste and green waste)	552	795	1,990	2,052	2,101
Autoclaving and landfill	134	454	1,772	1,704	1,486
Landfill	793	1,034	2,598	2,733	2,851
Organics recovery	57	42	—	—	—
Green waste	7	—	—	—	—
<b>Total waste recycled (%)<sup>4</sup></b>	43.7	44.7	43.0	43.0	42.0
<b>Waste intensity (kg/PAX)<sup>5</sup></b>	0.19	0.21	0.19	0.19	0.20

1. Data from 2020 onwards is in line with the calendar year and includes T3

2. Excludes waste generated on aircraft, Qantas Lounges and construction waste

3. Includes non-quarantine solid and liquid wastes

4. Excludes quarantine waste

5. Calculated by dividing total hazardous and non-hazardous waste in kilograms by the number of passengers

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

Customer	2021 <sup>1</sup>	2020 <sup>2</sup>	2019	2018	2017
<b>Customer satisfaction (out of five)</b>					
International	—	4.29	4.21	4.13	4.01
Domestic	—	4.21	4.16	4.14	3.95
<b>Ambience</b>					
International	—	4.36	4.28	4.22	4.17
Domestic	—	4.21	4.20	4.14	4.11
<b>Cleanliness</b>					
International	—	4.37	4.31	4.27	4.24
Domestic	—	4.25	4.22	4.19	4.14
<b>Wayfinding</b>					
International	—	4.23	4.19	4.12	3.97
Domestic	—	4.3	4.25	4.21	4.09

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

2. Customer satisfaction surveys were not undertaken in 2021 due to COVID-19

## Performance data

People and Organisation <sup>1</sup>	2021		2020		2019		2018	2017
Total employees	469		436		508		487	441
<b>Total Workforce by employment type</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>		
Permanent full time	290	147	276	139	300	170	435	387
Permanent part time	1	14	3	12	10	19	30	26
Fixed term full time	6	10	1	2	2	7	20	24
Fixed term part time	1	0	3	0	0	0	2	4
Casual	0	0	0	0	0	0	0	0
<b>Total Workforce by age</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>		
<30	22	10	18	12	26	20	106	103
30-50	181	130	185	113	197	142	297	261
>50	95	31	79	28	89	34	84	77
<b>Total Workforce by category</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>		
Board	4	2	5	2	5	2	—	—
CEO	1	0	1	0	1	0	—	—
Key management personnel	2	1	2	1	2	1	—	—
Other executive/ General Manager	7	7	7	5	10	6	—	—
Senior Manager	23	12	16	11	10	11	—	—
Other Manager	37	26	55	24	47	23	—	—
Professional	127	95	102	77	142	110	—	—
Technical and trade	97	3	93	11	96	10	—	—
Administration and clerical	4	27	2	22	4	35	—	—
<b>Diversity</b>								
<b>Diversity in the total workforce</b>								
Number of female employees	171		153		196		189	167
% women in the total workforce	36		35		39		39	38
% of females in management roles	35		34		37		35	39
<b>Female representation by category</b>								
Board	33%		29%		29%		25%	29%
CEO	0%		0%		0%		0%	100%
Key management personnel	33%		33%		33%		30%	27%
Other executive/ General Manager	50%		42%		38%			
Senior Manager	34%		41%		52%		45%	48%
Other Manager	41%		30%		33%		33%	37%
Professional	43%		43%		44% <sup>2</sup>		46%	43%
Technical and trade	3%		11%		9% <sup>2</sup>		3%	8%
Administration and clerical	87%		92%		90%		82%	92%
<b>Pay equity <sup>3</sup></b>								
Gender pay equity ratio	97.6		99.8		95.9		93.4	92.2

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

2. Number updated for accuracy based on internal data reviews

3. Calculated on base salary and superannuation





People and Organisation <sup>1</sup>	2021		2020		2019		2018		2017	
Recruitment and retention										
New hires										
Total number of new hires	92		62		96		106		80	
	M	F	M	F	M	F	M	F	M	F
New hires by gender (%)	51	49	56	44	55	45	57	45	50	50
Turnover rate										
Total turnover rate	14		33		19		14		14	
Voluntary employee turnover rate (%)	11		11		12		10		12	
Involuntary employee turnover rate (%)	3		22		7		4		2	
Turnover rate by age and gender (%)	M	F	M	F	M	F				
<30	0	2	2	2	1	1	—		—	
30-50	7	12	10	13	6	7	—		—	
>50	7	6	4	2	2	2	—		—	
Collective bargaining agreements										
Employees in collective bargaining agreements (%)	35		35		36		40		—	
Internal movement and opportunities										
Internal recruitment (%)	21		31		31		48		34	
Employees promoted (%)	17		11		15		—		—	
Employee engagement										
% employees participated	82		86		86		—		—	
Total employee engagement score	78 <sup>2</sup>		80		70		—		—	
	M	F	M	F	M	F				
Employee engagement score by gender	79	84	81	78	71	66	—		—	
Training										
Average training hours and spend										
Total average hours of training per employee	16.2		9.6		15.5		14.1		10.0	
Average amount spent per employee on training (AU\$)	431		719		1,157		1,289		659	
Whistleblower reports										
Number of whistleblower reports	8		2		1		0		—	
Number of substantiated whistleblower reports	0		0		0		0		—	

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

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

Community	2021	2020	2019	2018	2017
<b>Community investment</b>					
Total community investment <sup>1</sup> (AUS\$ million)	\$2.4*	\$2.7*	\$5.2	\$5.7	\$5.0
<b>Employee participation</b>					
Volunteer hours	1,267	1,982	185	202	163
Employees participating in payroll giving (%)	3	3	3	3	3

1. 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 Index

Reference	Year	Disclosure Title	SYD disclosure/ reference
<b>General Disclosures</b>			
102-1	2016	Name of the organisation	Sydney Airport Limited
102-2	2016	Activities, brands, products, and services	<p>SYD manages landside and airside operations of the Sydney (Kingsford Smith) Airport. SYD's services and operations are segmented into:</p> <ol style="list-style-type: none"> <li>1. Aeronautical services: responsible for all aspects of the business associated with aviation operations, activity and revenue, security, safety, sustainability and environment</li> <li>2. Retail: responsible for the retail, food and dining portfolio across SYD, including leasing, marketing, brand space and advertising</li> <li>3. Property, car rental and hotels: responsible for the development, leasing and day to day management of SYD commercial assets located within terminals, the airfield, landside areas and hotels</li> <li>4. Landside operations and transport: responsible for all of SYD's landside ground transport operations including car parking and commercial transport operators including buses, taxis, hire cars and rideshare</li> </ol>
102-3	2016	Location of headquarters	Nigel Love Building, 10 Arrivals Court, Mascot, NSW, Australia
102-4	2016	Location of operations	Sydney (Kingsford Smith) Airport, Mascot, NSW, Australia
102-5	2016	Ownership and legal form	Sydney Airport Limited is the ultimate 100% parent company of Sydney Airport Corporation Limited, the operator of Sydney (Kingsford Smith) Airport
102-6	2016	Markets served	All of SYD's operations and services take place at Kingsford Smith Airport. Our key customers are the passengers moving through our terminals. Pre-COVID, domestic aviation accounted for 52% of aircraft movements at Sydney Airport, international aviation 22% and regional aviation 17%, with the remaining 8% general aviation or freight movements. Additional information on the markets served by SYD can be found in the Investor section of our website
102-7	2016	Scale of the organisation	<p>Total employees: 469</p> <p>Detailed information on number of operations, quantity of services and financial scale of our business can be found in the Investor section of our website</p>
102-8	2016	Information on employees and other workers	<p>All our workforce is employed in Australia</p> <p>See 2021 Sustainability Report – Performance data&gt; People and organisation</p>
102-9	2016	Supply chain	See 2021 Modern Slavery Statement – SYD's major suppliers include those that support the airport's infrastructure development, deliver services to and support maintenance of airport facilities. In 2021, SYD's main supplier categories by spend related to construction services, security services, facilities and asset maintenance services, civil and asphalt works and utilities (electricity, gas and water)
102-10	2016	Significant changes to the organisation and its supply chain	SYD assumed ownership of the Jet Fuel Infrastructure at the airport in October 2020, with the first full year of contribution of this facility included in 2021 numbers. Efforts to contain the spread of the COVID-19 pandemic resulted in a sharp fall in air travel, reducing passenger traffic and associated revenue for SYD. Progress in some of our 2019-2021 commitments has been impacted by these changes. These are flagged in our 2021 Sustainability Report and may represent an anomaly in trend performance year on year
102-11	2016	Precautionary Principle or approach	The precautionary principle is reflected in SYD's approach to risk management. Refer to the risk disclosure in Section 7 of the SYD Scheme Booklet for further information
102-12	2016	External initiatives	2021 Sustainability Report – Benchmark and ratings performance
102-13	2016	Membership of associations	<p>Current main memberships across the company:</p> <p>Airport Councils International</p> <p>Australian Airports Association</p> <p>Botany Bay Business Enterprise Centre</p> <p>Business Council of Australia</p> <p>Infrastructure Partnerships Australia</p> <p>Property Council of Australia (NSW)</p> <p>Tourism and Transport Forum Australia (TTF)</p>

## GRI Index

Reference	Year	Disclosure Title	SYD disclosure/ reference
<b>Strategy</b>			
102-14	2016	Statement from senior decision-maker	2021 Sustainability Report – Chairman and CEO message
102-15	2016	Key impacts, risks, and opportunities	SYD Scheme Booklet – Section 7: Risk 2021 TCFD Report
<b>Ethics and integrity</b>			
102-16	2016	Values, principles, standards, and norms of behaviour	Purpose statement - 'Making Sydney proud every day' SYD website – Vision and values; SYD website – Code of Conduct
102-17	2016	Mechanisms for advice and concerns about ethics	SYD Code of Conduct and Whistleblower Policy 2021 Sustainability Report – Fair and ethical business
<b>Governance</b>			
102-18	2016	Governance structure	SYD website – Board and Management
102-22	2016	Composition of the highest governance body and its committees	SYD website – Board and Management SYD website – Board and Committee Charters
102-23	2016	Chair of the highest governance body	Mr David Gonski, Chairman SYD website – Board and Management
102-30	2016	Effectiveness of risk management processes	SYD website – Risk Management
<b>Stakeholder engagement</b>			
102-40	2016	List of stakeholder groups	2021 Sustainability Report - Stakeholder engagement SYD website – Stakeholder engagement
102-41	2016	Collective bargaining agreements	35% of our workforce was covered by an enterprise agreement at the end of the reporting period 2021 Sustainability Report – Performance data > People and organisation
102-42	2016	Identifying and selecting stakeholders	2021 Sustainability Report – Stakeholder engagement SYD website – Stakeholder engagement 2039 Sydney Airport Master Plan – Stakeholder and community engagement
102-43	2016	Approach to stakeholder engagement	2021 Sustainability Report – Stakeholder engagement SYD website – Stakeholder engagement 2039 Sydney Airport Master Plan – Stakeholder and community engagement
102-44	2016	Key topics and concerns raised	SYD website – Stakeholder engagement 2021 Sustainability Report – Material issues
102-45	2016	Entities included in the consolidated financial statements	2021 Financial Report
<b>Reporting practice</b>			
102-46	2016	Defining report content and topic boundaries	2021 Sustainability Report – About this report
102-47	2016	List of material topics	2021 Sustainability Report – Material issues
102-48	2016	Restatements of information	Where applicable restatements are indicated as footnotes in the Performance data section of the 2021 Sustainability Report
102-49	2016	Changes in reporting	SYD purchased T3 domestic terminal from Qantas in September 2015, four years ahead of the existing lease's expiration date and took over full management of T3 in 2020. Performance data includes T3 where relevant. SYD also assumed ownership of the Jet Fuel Infrastructure at the airport in October 2020
102-50	2016	Reporting period	1 January 2021 to 31 December 2021
102-51	2016	Date of most recent report	2020 Sustainability Report, published in February 2021





Reference	Year	Disclosure Title	SYD disclosure/ reference
102-52	2016	Reporting cycle	Annual
102-53	2016	Contact point for questions regarding the report	We welcome feedback on our sustainability reporting and performance Please email us at sustainability@syd.com.au
102-54	2016	Claims of reporting	2021 Sustainability Report – Benchmark and ratings performance
102-55	2016	GRI content index	2021 Sustainability Report – GRI index
102-56	2016	External assurance	2021 Sustainability Report – Limited assurance statement
<b>Material topics</b>			
<b>Safety</b>			
103-1/2/3	2016	Explanation of the material topic and its boundary. The management approach and its components. Evaluation of the management approach	2021 Sustainability Report – Material issues 2021 Sustainability Report – Safety SYD website – Safety 2021 Sustainability Report – Our approach to sustainability
403-9	2018	Work-related injuries	2021 Sustainability Report – Safety 2021 Sustainability Report – Performance data > Health and safety
<b>Security, including cyber security</b>			
103-1/2/3	2016	Explanation of the material topic and its Boundary. The management approach and its components. Evaluation of the management approach	2021 Sustainability Report – Material issues 2021 Sustainability Report – Security SYD website – Security 2021 Sustainability Report – Our approach to sustainability
Own indicator		Reportable cyber security breaches	2021 Sustainability Report – Security
<b>Environmental management</b>			
103-1/2/3	2016	Explanation of the material topic and its Boundary. The management approach and its components. Evaluation of the management approach	2021 Sustainability Report – Material issues 2021 Sustainability Report – Environmental management SYD website – Environmental management 2021 Sustainability Report – Our approach to sustainability
<b>Energy</b>			
302-1/3	2016	Energy consumption within the organisation and energy intensity	2021 Sustainability Report – Environmental management 2021 Sustainability Report – Performance data > Environment 2021 energy intensity = 51.07 GJ/Pax
<b>Water and effluents</b>			
303-5	2018	Water consumption	2021 Sustainability Report – Environmental management 2021 Sustainability Report – Performance data > Environment
<b>Effluents and waste</b>			
306-3	2016	Significant spills	2021 Sustainability Report – Performance data > Environment
<b>Employee attraction, retention and development</b>			
103-1/2/3	2016	Explanation of the material topic and its Boundary. The management approach and its components. Evaluation of the management approach	2021 Sustainability Report – Material issues 2021 Sustainability Report – Our People SYD website – Employee attraction, retention and development 2021 Sustainability Report – Our approach to sustainability
<b>Employment</b>			
401-1	2016	New employee hires and employee turnover	2021 Sustainability Report – Our people 2021 Sustainability Report – Performance data > People and organisation

## GRI Index

Reference	Year	Disclosure Title	SYD disclosure/ reference
<b>Training and education</b>			
404-2	2016	Programs for upgrading employee skills and transition assistance programs	2021 Sustainability Report – Our people SYD website - Employee attraction, retention and development
<b>Diversity and inclusion</b>			
103-1/2/3	2016	Explanation of the material topic and its Boundary. The management approach and its components. Evaluation of the management approach	2021 Sustainability Report – Material issues 2021 Sustainability Report – Our People SYD website - Employee attraction, retention and development 2021 Sustainability Report – Our approach to sustainability
405-1	2016	Diversity of governance bodies and employees	2021 Sustainability Report – Our people 2021 Sustainability Report – Performance data > People and organisation
<b>Fair and ethical business practices</b>			
103-1/2/3	2016	Explanation of the material topic and its Boundary. The management approach and its components. Evaluation of the management approach	2021 Sustainability Report – Material issues 2021 Sustainability Report – Fair and ethical business SYD website - Fair and ethical business operations 2021 Sustainability Report – Our approach to sustainability 2021 Modern Slavery Statement
<b>Procurement practices</b>			
Own indicator		Suppliers against the expectations set out in the Supplier Code of Conduct	2021 Sustainability Report – Fair and ethical business 2021 Modern Slavery Statement
<b>Public policy</b>			
415-1	2016	Political contributions	\$1,000 was paid to attend political events and conferences during the reporting period
<b>Climate change</b>			
103-1/2/3	2016	Explanation of the material topic and its Boundary. The management approach and its components. Evaluation of the management approach	2021 Sustainability Report – Material issues 2021 Sustainability Report – Climate resilience 2021 TCFD Report SYD website – Climate resilience 2021 Sustainability Report – Our approach to sustainability
<b>Economic performance</b>			
201-2	2016	Financial implications and other risks and opportunities due to climate change	2021 Sustainability Report – Climate resilience 2021 TCFD Report
<b>Emissions</b>			
305-1/2/3/4	2016	Direct (Scope 1) GHG emissions; Energy indirect (Scope 2) GHG emissions; Other indirect (Scope 3) GHG emissions; GHG emissions intensity	2021 Sustainability Report – Environmental management 2021 Sustainability Report – Performance data > Environment
<b>Sustainable design and development</b>			
103-1/2/3	2016	Explanation of the material topic and its Boundary. The management approach and its components. Evaluation of the management approach	2021 Sustainability Report – Material issues 2021 Sustainability Report – Sustainable design and development SYD website - Sustainable design and development 2021 Sustainability Report – Our approach to sustainability
Own indicator		Achieve a minimum 4-Star Green Star Design and As-Built rating for new developments	2021 Sustainability Report – 2019-2021 Sustainability commitments





Reference	Year	Disclosure Title	SYD disclosure/ reference
<b>Operational efficiency and business continuity</b>			
103-1/2/3	2016	Explanation of the material topic and its Boundary. The management approach and its components. Evaluation of the management approach	2021 Sustainability Report – Material issues 2021 Sustainability Report – Sustainable design and development SYD website - Operational efficiency and continuous improvement; Business continuity and performance 2021 Sustainability Report – Our approach to sustainability
Own indicator		Explore opportunities to further improve efficiencies	2021 Sustainability Report – Sustainable design and development
<b>Customer experience</b>			
103-1/2/3	2016	Explanation of the material topic and its Boundary. The management approach and its components. Evaluation of the management approach	2021 Sustainability Report – Material issues 2021 Sustainability Report – Customer experience SYD website - Customer experience 2021 Sustainability Report – Our approach to sustainability
Own indicator		Customer satisfaction	2021 Sustainability Report – Performance data > Customer
Own indicator		Passenger incident rate	2021 Sustainability Report – Performance data > Health and safety
<b>Indirect economic impacts</b>			
203-1	2016	Infrastructure investments and services supported	2021 Sustainability Report – Sustainable design and development 2021 Interim Results 2021 Financial Report
<b>Innovation and technology</b>			
103-1/2/3	2016	Explanation of the material topic and its Boundary. The management approach and its components. Evaluation of the management approach	2021 Sustainability Report – Material issues 2021 Sustainability Report – Innovation and technology SYD website - Innovation and technology 2021 Sustainability Report – Our approach to sustainability
<b>Community investment and engagement</b>			
103-1/2/3	2016	Explanation of the material topic and its Boundary. The management approach and its components. Evaluation of the management approach	2021 Sustainability Report – Material issues 2021 Sustainability Report – Supporting our community SYD website - Community investment and engagement 2021 Sustainability Report – Our approach to sustainability
Own indicator 2016		Community investment	2021 Sustainability Report – Performance data > Community
Own indicator 2016		Noise management including aircraft noise	2021 Sustainability Report – Performance data > Environment and climate > Noise
<b>Economic performance</b>			
103-1/2/3	2016	Explanation of the material topic and its Boundary. The management approach and its components. Evaluation of the management approach	2021 Sustainability Report – Material issues 2021 Sustainability Report – Economic contribution SYD website - Economic contribution 2021 Sustainability Report – Our approach to sustainability
<b>Economic value</b>			
201-1	2016	Direct economic value generated and distributed	2021 Sustainability Report – Economic contribution 2021 Financial Report
201-2	2016	Financial implications and other risks and opportunities due to climate change	2021 TCFD Report
<b>Indirect economic impacts</b>			
203-2	2016	Significant indirect economic impacts	2021 Sustainability Report – Economic contribution



## SASB Index

SASB guides the disclosure of financially material sustainability data and classifies SYD 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
<b>Topic: Data security</b>		
Description of approach to identifying and addressing data security risks	SV-PS 230a.1	2021 Sustainability Report – Technology and cyber security SYD website – Security > Cyber security
Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS 230a.2	SYD website – Security > Cyber security 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	2021 Sustainability Report – Performance data > Health, Safety and Security
<b>Topic: Workforce diversity and engagement</b>		
Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	SV-PS 330a.1	2021 Sustainability Report – Performance data > People and organisation 2021 Sustainability Report – Our people
(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS 330a.2	
Employee engagement as a percentage	SV-PS 330a.3	
<b>Topic: Professional integrity</b>		
Description of approach to ensuring professional integrity	SV-PS 510a.1	SYD Code of Conduct 2021 Sustainability Report – Fair and ethical practices SYD website – Fair and ethical practices
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
<b>Activity metrics</b>		
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SV-PS-000.A	2021 Sustainability Report – Performance data > People and organisation
Employee hours worked	SV-PS-000.B	775,729





Other relevant SASB metrics		Reference	SYD disclosure/ reference
<b>Greenhouse gas emissions</b>			
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	2021 Sustainability Report – Environmental management; Climate resilience to climate change SYD website – Climate change mitigation and adaptation
Airline	Gross global Scope 1 emissions	TR-AF 110a.1 TR-AL 110a.1	2021 Sustainability Report – Performance data > Environment
Airline	(1) Total fuel consumed, (2) percentage alternative, (3) percentage sustainable	TR-AF 110a.3 TR-AL 110a.3	(1) 225 KL (2) 0.79% (3) 0%
<b>Energy management</b>			
Real Estate Leisure	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	SV-LF 130a.1 IF-RE 130a.2	2021 Sustainability Report – Performance data > Environment (1) 300,419 GJ (2) 99.11% (3) 0.89%
<b>Climate adaptation</b>			
Real Estate	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	IF-RE 450a.2	2021 TCFD Report 2021 Sustainability Report – Climate resilience SYD website - Climate resilience
<b>Air quality</b>			
Air Freight	Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , and (3) particulate matter (PM <sub>10</sub> )	TR-AF 120a.1	2021 Sustainability Report – Performance data > Environment
<b>Employee health and safety</b>			
Air Freight	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	TR-AF 320a.1	2021 Sustainability Report – Performance data > Health, Safety and Security
<b>Accident and safety management</b>			
Airline	Description of implementation and outcomes of a Safety Management System	TR-AF 540a.1 TR-AL-540a.1	SYD website – Safety 2021 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
<b>Labour practices</b>			
Airline	Percentage of active workforce covered under collective bargaining agreements	TR-AL 310a.1	2021 Sustainability Report – Performance data > People and organisation
<b>Competitive Behaviour</b>			
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 anticompetitive behaviour

## Limited assurance statement



### Independent Limited Assurance Report to the Directors of Sydney Airport Limited

#### 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 Airport in accordance with the criteria as defined and described by management in the Sustainability Report for the year ended 31 December 2021.

#### Information Subject to Assurance

The Selected Sustainability Information, as presented in Sydney Airport Limited's ("SYD") Sustainability Report 2021 and available on SYD's website for the period 1 January 2021 to 31 December 2021, comprised the following:

Selected Sustainability Information	Value assured
Total Scope 1 and Scope 2 greenhouse gas emissions (tCO <sub>2</sub> e)	71,382
Women in total workforce (%)	36
Waste to landfill (tonnes)	793
Recycled waste (including e-waste and green waste) (tonnes)	552
Autoclaving and landfill waste (quarantine waste) (tonnes)	134
Lost Time Injury Frequency Rate (LTIFR) for SYD employees	2.6
Total Recordable Injury Frequency Rate (TRIFR) for SYD employees	12.9

#### Criteria Used as the Basis of Reporting

The criteria used in relation to the Sustainability Report content are SYD's policies, procedures and methodologies as disclosed in the 2021 Sustainability Report ("the criteria").

#### Basis for Conclusion

We conducted our work in accordance with Australian Standard on Assurance Engagements ASAE 3000 (Standard). In accordance with the Standard we have:

- 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 Selected Sustainability Information, 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, and review of selected documentation;

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- enquiries with relevant SYD personnel to understand the internal controls, governance structure and reporting process of the Selected Sustainability Information;
- reviews of corporate documents concerning sustainability strategy and policies for material issues, and the implementation of these across the business;
- interviews with relevant staff at corporate level and service organisations engaged by SYD responsible for providing the information in the Sustainability Report;
- analytical procedures over the Selected Sustainability Information;
- agreement of a sample of Selected Sustainability Information to source documentation;
- evaluating the appropriateness of the criteria with respect to the Selected Sustainability Information; and
- reviewing the Sustainability Report 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 Selected Sustainability Information 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.

### Management's responsibility

Management are responsible for:

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

23 February 2022

### Our Responsibility

Our responsibility is to perform a limited assurance engagement in relation to the Sustainability Report and Selected Sustainability Information for the period 1 January 2021 to 31 December 2021, and to issue an assurance report that includes our conclusion.

### Our Independence and Quality Control

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 Control 1 to maintain a comprehensive system of quality control.





SYD