

The future of travel takes shape

SYD

Annual Review 2025





Acknowledgement of Country

Sydney Airport acknowledges the Dharawal People of Coastal Sydney who are the Traditional Custodians of the lands and waterways where we work and live.

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

We recognise the continuation of cultural, spiritual and educational practices of First Nations peoples throughout Australia.



Contents

Chair and CEO message	2
2025 highlights	4
Master Plan 2045	6
Aeronautical services	8
Operations and passenger experience	12
Projects	16
Commercial	18
Retail	18
Property and hotels	21
Parking and ground transport	22
Safety and culture	24
Our people	26
Sustainability	30
Net Zero by 2030	36
Taronga Habitat Positive Partnership	40
Environment	42
Community	46

Towards 2 billion passengers by 2050

sydneyairport.com.au



A message from our

Chair and CEO



Delivering capacity, resilience and confidence for growth

In 2025, Sydney Airport moved from strategy to delivery.

Building on the momentum of our Towards 2 Billion Passengers Strategy, the year was defined by execution – proving our capacity to grow, strengthening resilience across the airport and delivering reliable service at scale while transforming critical infrastructure.

Passenger demand remained strong throughout the year, with 42.5 million passengers travelling through our terminals. International travel continued its upward trajectory, achieving record volumes, while domestic demand remained resilient. This performance reinforced Sydney Airport's role as Australia's premier gateway and demonstrated that the airport is not constrained – it is ready to grow.

Strong demand for travel was reflected across all areas of the business. Growth in airline capacity, new routes and larger aircraft supported aeronautical performance, while our commercial businesses continued to deliver value in a highly constrained operating environment.

By year end, Sydney Airport was operating close to record passenger levels, supported by disciplined cost control, operational coordination and a renewed focus on service reliability during a period of significant construction and change.

Building aviation capacity and connectivity

In 2025, we welcomed new airlines, secured new routes, added frequencies and up-gauged to larger aircraft, we increased seat availability and strengthened global connectivity.

Through the launch of our 2045 Master Plan, we charted a path towards our 2 billion passenger milestone, with forecast passenger volumes set to grow by 75 percent over the next two decades.

Growth across Greater China, North Asia, Southeast Asia, the Middle East, Europe and the Americas reinforced Sydney's position as Australia's most globally connected airport. Strong recovery in Mainland China, combined with expansion in markets such as Hong Kong, Japan and Korea, demonstrated the effectiveness of our airline engagement strategy and our ability to respond to shifting demand.

Delivering a complex capital program

We delivered one of the most complex capital programs in recent years, investing \$447.7 million across safety, regulatory, asset renewal and growth projects while operating within a live airport environment.

Major milestones included continued progress on the T2 domestic terminal redevelopment, completion of significant security screening upgrades, airfield works to improve resilience and operational flexibility and targeted terminal enhancements that improved passenger flow and experience.

Importantly, these outcomes were achieved through strengthened governance, accountability and a reset of our delivery model – positioning the business for continued momentum into 2026.

Operations and passenger experience

Throughout a year of sustained growth and transformation, we maintained strong operational performance. Close collaboration with airlines, government agencies and service partners supported passengers moving through the airport safely, predictably and efficiently, even in the middle of increased construction activity.

Investments in automation, transparency and real-time coordination supported reliable service delivery, while our Passenger Experience Strategy provided a clear framework for making travel easier and more memorable.



Safety, sustainability and community

Safety remained our highest priority. We strengthened our safety culture through leadership engagement, targeted risk management and investment in training.

Sustainability remains integral to our strategy and our long-term success. In 2025, we achieved a 93 percent reduction in emissions against our baseline year for our Net Zero by 2030 (Scope 1 & 2 market-based emissions) target. We also partnered with Qantas to deliver the single biggest commercial importation of Sustainable Aviation Fuel (SAF) into Australia to date and announced a 10-year partnership with the Taronga Habitat Positive initiative.

Recent developments in the Middle East have highlighted Australia’s reliance on imported fossil fuels. These immediate challenges underscore the need for long-term, sustainable solutions to strengthen the resilience and security of fuel supply chains, particularly through the establishment of an Australian Sustainable Aviation Fuel (SAF) industry. SAF represents a once-in-a-generation opportunity to revitalise sovereign capability and support the sustainable future growth of Australian aviation and – by extension – the Australian economy.

Our commitment to community was reflected in increased volunteering, expanded education programs, First Nations partnerships and long-term initiatives.

Future focus

Looking ahead, Sydney Airport is well positioned for the next phase of growth.

A greater proportion of our capital portfolio is now in active delivery, airline demand remains strong and our operating model is better equipped to manage complexity at scale. With this increased momentum and resilience, we are confident that we will be able to navigate geopolitical uncertainty and a new, more competitive environment in 2026 and beyond.

Our focus remains on delivering strongly in those areas that are within our control – delivering reliable and efficient operations, supporting growth in connectivity and enhancing Sydney Airport’s role as a critical driver of jobs, trade and economic activity for Australia.

Through this, we will continue to build a resilient, sustainable and globally connected airport for the decades ahead.

David Gonski
Chair, Sydney Aviation
Alliance Holdings Pty Ltd

Scott Charlton
Chief Executive Officer,
Sydney Airport



Total passengers

42.5m

Investment across safety,
regulatory, asset renewal
and growth projects

\$447.7m

Volumes to grow by

75%

over the next
two decades

2025 highlights

Aviation and operations

Expanded airline capacity and coordinated operations reinforced Sydney Airport's readiness to support sustained growth in 2025.

Passenger movements

Total passengers

42.5m

▲ 2.7% on pcp



Domestic passengers

23.4m

▲ 1.4% on pcp

Regional passengers

1.96m

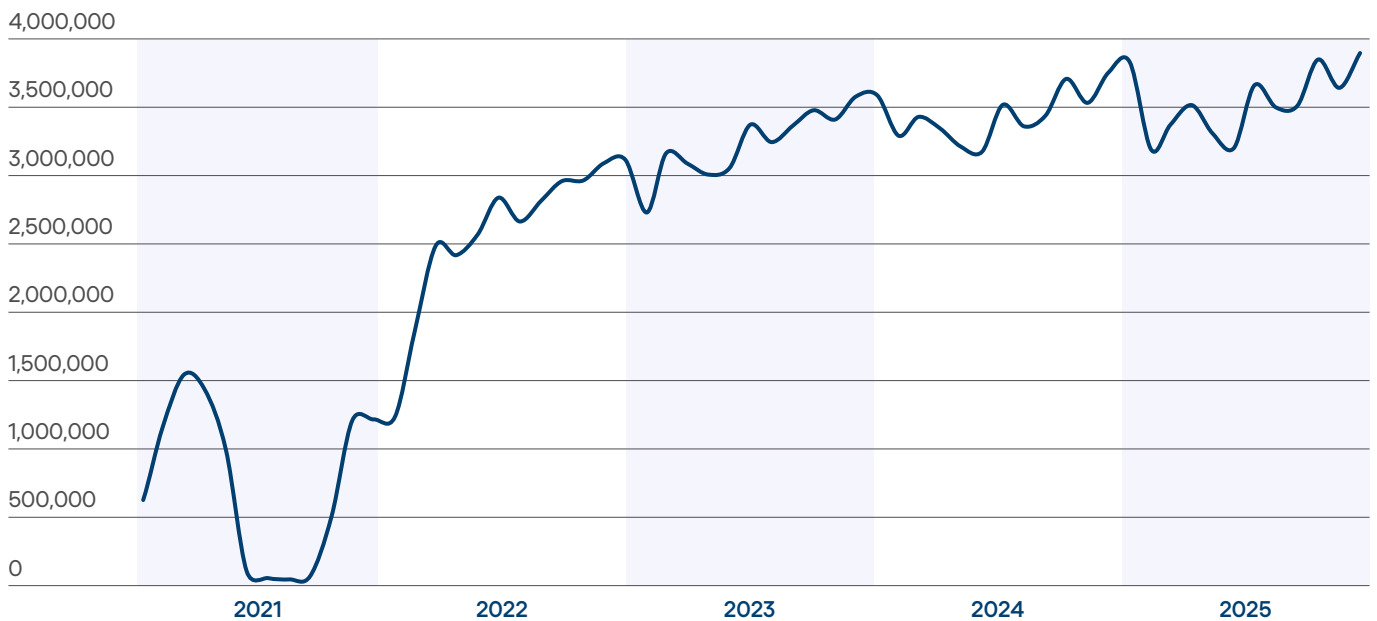
▼ (2.2%) on pcp

International passengers

17.2m

▲ 5.3% on pcp

Monthly passenger numbers from 2021 to 2025





Passenger aircraft movements

Total passenger aircraft movements

282.6k

✓ (1.6%) on pcp

Domestic and regional passenger aircraft movements

240k

✓ (0.1%) on pcp

International passenger aircraft movements

42.6k

✓ (9.3%) on pcp

Freight aircraft movements

Total freight movements

12.7k

▲ 4.2% on pcp

Domestic freight movements

5.7k

✓ (0.4%) on pcp

International freight movements

7k

▲ 8.3% on pcp

Preliminary draft

Master Plan 2045

In 2025, we launched our preliminary draft Master Plan 2045, which sets out our vision for the sustainable growth and development of our airport over the next 20 years.

Our preliminary draft Master Plan 2045 outlines passenger, economic and freight forecasts as well as key infrastructure upgrades across terminals, airfield and aviation facilities.

It is designed to deliver a seamless, safe and accessible travel experience for passengers both now and in the future.



By 2045, we forecast:



\$70.6b

Annual economic contribution

Our annual contribution to Australia's economy – up 56% from 2025 figures.



72.6m

Passengers

A significant increase in passengers is forecast to come through our terminals – up 75% from 2025 figures.



1.4m

Tonnes of freight

Expected to move through the airport – a 133% increase on 2025 figures.



\$329m

Annually

Contribution to the economy from a single international A380 service – supporting 2,100 jobs.



1,500

New jobs each year

Many of these jobs will benefit local areas including Bayside, Inner West, Sutherland Shire, Randwick, Canterbury-Bankstown and Georges River.



Aeronautical services

Delivering capacity to support future growth



Passengers travelled in Q4

11.4m



International passengers

17.2m

Strongest growth in Hong Kong with passenger numbers rising 15 percent to

980,876



Delivering capacity to support future growth

In 2025, Sydney Airport continued to demonstrate its ability to accommodate growth and respond to strong passenger demand. By increasing seat availability through new airlines, new routes and the introduction of larger aircraft, we delivered solid aeronautical performance and reinforced our role as Australia's premier gateway.

Increased seat capacity with new airlines and new routes secured strong aeronautical performance in 2025.

A total of 42.5 million passengers passed through our terminals during the year, just 4.3 percent below the 2019 record of 44.4 million. Demand remained resilient across both domestic and international markets, with the year closing on the strongest quarterly passenger result since 2019. In Q4 alone, 11.4 million passengers travelled through Sydney Airport, a 3.6 percent increase on Q4 2024 and almost 98 percent of pre-pandemic levels.

International travel continued its upward trajectory, with 17.2 million international passengers, up 5 percent on 2024 and almost 2 percent ahead of 2019. Our top five international markets, New Zealand, China, the United States, Singapore and the UAE, accounted for 47 percent of international passengers, reflecting Sydney's role as Australia's most globally connected gateway.

Greater China recovery and expansion

Growing our China network and supporting our Chinese airline partners was a strategic focus for Sydney Airport in 2025, and the results were clear. By year end, Mainland China had moved from our third-largest international market to our second, replacing the United States, with total passenger numbers increasing 5 percent to 1.7 million. This growth was underpinned by strong demand and effective capacity deployment, with load factors on China routes reaching record highs.

The introduction of the 30-day visa-free policy in November 2024 provided a further boost to travel. Australian passport holders travelling to Mainland China as a destination increased 15 percent to 393,305 passengers, while more than 169,291 Australians transited through Mainland China to other destinations, representing a 14 percent year-on-year increase. These trends reinforced Sydney's role as a critical gateway between Australia and the broader Asia-Pacific region.

By December 2025, we were served by nine airlines operating 91 return services per week to 14 destinations across Mainland China. These included Air China, Beijing Capital Airlines, China Eastern Airlines, China Southern Airlines, Hainan Airlines, Juneyao Air, Sichuan Airlines, Tianjin Airlines and Xiamen Airlines, collectively offering greater choice, frequency and connectivity for passengers.

Beyond Mainland China, Hong Kong delivered the strongest growth among Sydney's top 10 international markets in 2025, with passenger numbers rising 15 percent to 980,876.

Australia's most globally connected gateway



New airlines, new routes and bigger planes

In 2025, we increased seat capacity across our network by welcoming new airlines, launching new routes, adding frequencies and up-gauging to larger aircraft, ensuring we could meet growing demand while strengthening Sydney's global connectivity.

Across Mainland China, Taiwan and Hong Kong, airlines increased services during peak travel periods and expanded year-round operations. During the Chinese New Year peak in January and February, Juneyao Air lifted its Shanghai services to daily, while China Eastern and Sichuan Airlines also added frequencies, materially increasing seats on key routes.

Competition and choice on the Hong Kong route strengthened further with the announcement by Hong Kong Airlines of direct services from June 2025, following the expansion of bilateral air traffic rights between Hong Kong and Australia. Sydney was selected as the airline's first capital city destination in Australia, reinforcing our position as the primary gateway for new market access.

Further uplift came with Cathay Pacific's introduction of its refreshed 777-300ER on the Sydney–Hong Kong route, upgrading one of its daily services and bringing its latest onboard product to Sydney. China Southern also announced record frequencies on the Guangzhou route, including four daily services during the summer peak and the introduction of three daily year-round services from March 2026, establishing Sydney as its largest market in Oceania.

Additional growth was delivered by Sichuan Airlines, which reintroduced its A350-900 and increased services to daily, and Hainan Airlines, which lifted its Haikou services to daily during December. China Airlines also up-gauged its Taiwan services to the 777-300ER, increasing seat availability by 17 percent.

Together, these additions reinforced Sydney Airport's position as Australia's premier gateway to Greater China and supported strong demand across the network.

Korea and Japan

In North Asia, we continued to strengthen connectivity to Japan and Korea through a combination of new services, increased frequencies and aircraft upgrades.

In January 2025, Qantas announced the return of direct seasonal services between Sydney and Sapporo from December 2025, expanding its Japan network beyond Tokyo and improving access to one of the country's key winter destinations.

Capacity to Korea also increased during the year. Jetstar expanded its Seoul services to daily flights, making it the largest Australian carrier operating in the Korean market. This was complemented by Korean Air's introduction of the Boeing 787-10 on the Sydney route from the northern winter 2025 season, upgrading capacity and bringing its latest Prestige Suites 2.0 product to Sydney.

South America

Connectivity to South America strengthened further in 2025 with LATAM's expansion of its Sydney–Santiago service to a daily non-stop operation. This daily route provides a seamless experiences for passengers travelling between the two regions.



Aeronautical services continued



South East Asia

Growth across South East Asia was supported by strong demand and expanded bilateral air service rights. Malaysia Airlines added a third daily service to Sydney, introducing additional aircraft capacity on the Kuala Lumpur route and unlocking record seat availability. The increase also enhanced one-stop connectivity from Sydney to cities across India and onward to Europe.

A weaker Australian dollar against European currencies continued to support leisure travel into secondary destinations across South East Asia.

This drove capacity growth from carriers such as Cebu Pacific, which increased services to daily flights to Manila, and Scoot, which expanded to double-daily operations to Singapore. Together, these additions materially strengthened one-stop connectivity from Sydney to a broader range of destinations across the region.

Europe, Africa and the Middle East

In 2025, we continued to strengthen Sydney's long-haul connectivity to Europe, Africa and the Middle East, led by capacity growth and fleet upgrades from key airline partners.

Etihad Airways increased its Sydney operations to 10 flights per week and upgraded all services to its latest A350 aircraft, delivering a consistent premium experience across all cabins on its longest global route. As Etihad's largest Australian hub, Sydney also benefited from the airline's expanded global network, with increased frequencies from Abu Dhabi to major European cities including Paris, Milan, Rome, Manchester, Frankfurt, Munich, Zurich, Barcelona and Madrid, significantly enhancing onward connectivity for our passengers.

Sydney remained Turkish Airlines' Australian gateway, with the airline increasing services to daily during the Christmas peak period. Looking ahead, the future delivery of ultra-long-range aircraft will unlock the potential for non-stop services between Australia and Europe, further strengthening Sydney's role as a global hub.

South Pacific, New Zealand and the Americas

Short and long-haul connectivity across the South Pacific, New Zealand and the Americas continued to rebound in 2025, supported by capacity restoration and targeted growth.

In Q4 2025, Trans-Tasman seat capacity increased 8.9 percent compared with Q4 2024, adding approximately 72,000 seats. Growth was driven by Jetstar, Qantas and Air New Zealand, with capacity increases spread across most New Zealand ports.

Jetstar also expanded services to the Cook Islands, increasing frequencies from four to five flights per week during the northern summer and delivering a 23.3 percent increase in seat capacity for the year.

Following unrest in New Caledonia in 2024, Qantas and Airalin continued the gradual restoration of services to Noumea, resulting in a 19.7 percent increase in seats.

Qantas further strengthened its position on United States routes with the return of A380 services on the Sydney–Dallas route and increased capacity on the Sydney–Honolulu route, replacing some Jetstar services.

**Expanding
Australia's global
connectivity**

Key milestones

Throughout 2025, we celebrated inception and inaugural dates for multiple airline partners, including:



1 year
Juneyao Air and Turkish Airlines flying to Sydney



10 years
Xiamen Airlines and All Nippon Airways flying to Sydney



25 years
Emirates flying to Sydney



25 years
China Southern Airlines flying to Sydney

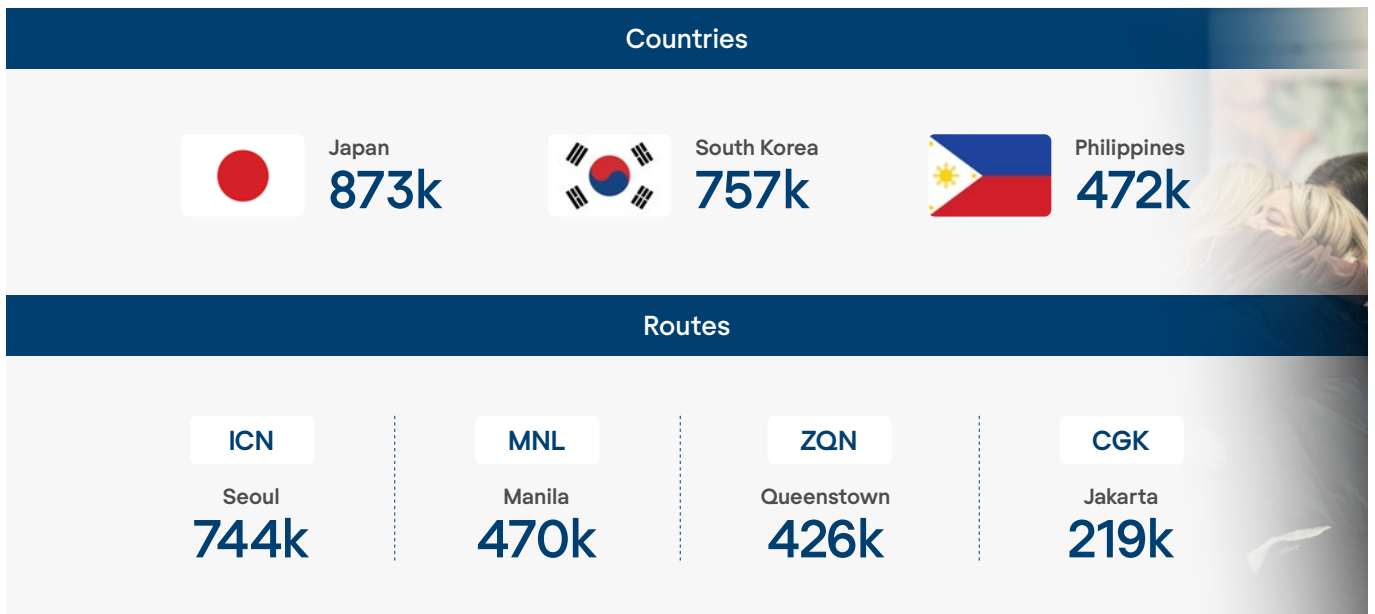


25 years
Virgin Australia flying to Sydney



60 years
Philippine Airlines flying to Sydney

In 2025, the following markets also registered their highest annual passenger volumes since 2015:



Operations and passenger experience

Delivering consistent service at scale through coordinated operations and transparency

Balancing growth, change and reliable service delivery

In 2025, our operations entered a new phase, defined by sustained passenger growth alongside the delivery of major infrastructure programs across the airport precinct. Building on the strong operational performance of recent years, our focus shifted from delivering infrastructure alone to delivering operations as a service. This ensured passengers continued to experience reliable and predictable journeys even as the pace and complexity of change increased.

Operations played a central role in supporting Sydney Airport during a period of significant construction and transformation. With works progressing across terminals and key processing points, maintaining consistency for passengers required a high level of coordination, transparency and collective response across the precinct.

Throughout the year, we worked closely with airlines, government agencies and service partners to ensure major capital investment translated into tangible improvements for passengers. By strengthening shared visibility of performance, improving coordination across operational stakeholders and responding quickly to emerging pressures, we ensured growth and scale did not come at the expense of service.

This service-led approach positioned us to manage disruption, support future growth and continue making it easier for passengers to move through the airport with confidence.

T2 domestic terminal redevelopment

Transforming the domestic passenger journey

We continued the major overhaul of this terminal, the first significant redevelopment in more than three decades. Delivered within a live operating environment, the multi-year program is focused on improving the efficiency, reliability and accessibility of the passenger journey while supporting airline operations and future domestic growth.

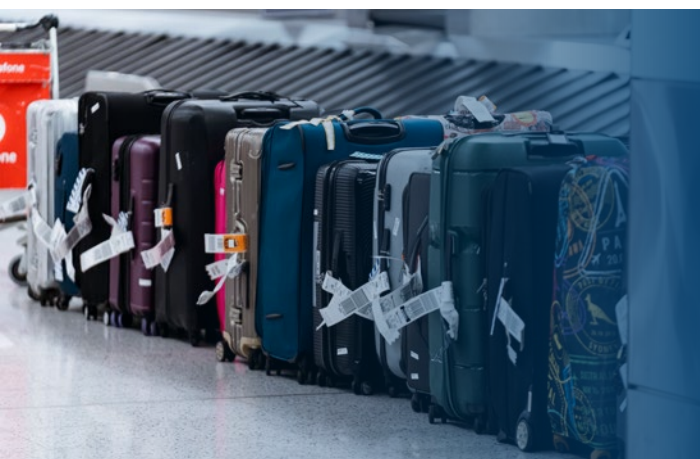
During the year, upgrades progressed across check-in, security screening and vertical transport (e.g. lifts, escalators and moving walkways). New layouts increased self-service capability, streamlined passenger flows and improved accessibility throughout the terminal. Next-generation security screening was progressively introduced from Q3 2025, enhancing throughput and supporting a faster, more predictable journey from kerbside to gate.

To maintain capacity during construction, check-in arrangements were adjusted across the terminal. Additional check-in areas were established, and targeted changes for Rex Airlines, Jetstar and Virgin Australia helped manage passenger demand during peak periods. Rex Airlines and Fly Pelican relocated their check-in operations to T3 domestic terminal, ensuring service continuity as works continued.

Improvements to lifts, escalators and stairs supported smoother circulation between check-in, security and departure gates, reducing congestion during busy periods. The new security configuration is designed to enable passengers to move from kerb to gate in as little as 15 minutes during off-peak conditions, while maintaining service levels during peak travel.

Construction impacts were carefully managed through ongoing dust and noise monitoring and close coordination with terminal stakeholders. Despite the scale and complexity of works underway, operational performance was maintained throughout the year.

As construction continues into 2026, the T2 domestic terminal redevelopment will play a central role in supporting domestic travel demand, delivering a more resilient terminal and an improved experience for passengers and airline partners.





Expanding automation to improve flow and predictability

Automation continued to play an important role in supporting operational efficiency in 2025, particularly as passenger volumes increased and construction activity intensified. Automatic Bag Drop (ABD) technology was expanded across multiple terminals, improving throughput and reducing congestion in terminal halls.

At T2 and T3 domestic terminals, Automatic Bag Drop installations were progressively introduced, enabling a faster check-in process for passengers and greater operational flexibility during peak periods. From an operational perspective, self-service bag drop reduced pressure on employee counters and supported more predictable passenger flows, particularly while construction works were underway.

At T1 international terminal, the new security screening configuration was fully integrated into daily operations, with all 15 screening lanes operational. Advanced CT scanning technology allows passengers to leave liquids, aerosols and laptops in their hand luggage, reducing preparation time and improving overall flow through the screening area.

We also delivered enhancements to inbound processing at T1 international terminal, installing additional kiosks in the arrivals hall throughout 2025. These upgrades supported improved immigration processing times during peak international arrival periods and established a strong foundation for further improvements as additional kiosks are rolled out in 2026.

Improving transparency across security and border processing

Transparency remained a key operational priority in 2025, supporting both passenger confidence and efficient service delivery. By improving visibility of inbound and outbound queue conditions, we enabled teams to respond quickly to emerging pressure points while providing clearer and more timely information for passengers during busy travel periods.

This focus on transparency aligns with our broader Passenger Experience Strategy and supports a calmer, more predictable journey. By strengthening transparency across security and border processing, we reinforced trust in our ability to manage peak demand effectively and deliver consistent service at scale.



Operations and passenger experience continued

Delivering consistency today while designing a better journey for tomorrow

CrossCheck enhances real-time operational coordination

In 2025, we strengthened real-time operational coordination across the precinct with the launch of CrossCheck, a mobile platform designed to provide a shared, live view of airport operations for frontline teams and partners across the precinct.

Launched in March 2025, CrossCheck brings together live operational data across security, baggage, gates, kerbside and airside activity into a single, accessible platform. By giving airport teams, airlines and service partners the same real-time operational picture, CrossCheck enables faster and more coordinated responses to changing conditions across the airport.

The platform reduces reliance on phone calls, radio updates and siloed systems, allowing teams on the ground to make informed decisions in real time. By extending situational awareness beyond traditional control rooms, CrossCheck has strengthened operational resilience, improved collaboration across stakeholders and supported consistently strong service delivery during peak periods and disruption.

Passenger experience



Service delivery and passenger focus

Through careful planning, strong collaboration and a continued focus on passengers, we maintained performance while positioning Sydney Airport for the next phase of growth and transformation.

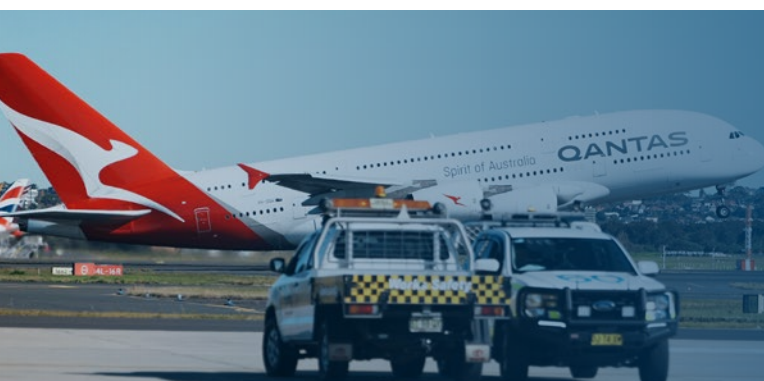
Despite the scale of transformation underway across the airport, we maintained strong operational performance throughout 2025. Careful coordination between our teams, airlines, government agencies and service partners ensured service levels were upheld while new systems, layouts and technologies were introduced.



Modernising passenger processing across terminals

In 2025, we focused on maintaining reliable passenger processing across all terminals while major infrastructure programs progressed across the airport. By embedding new technology into day-to-day operations and carefully managing passenger flows, we ensured passengers continued to move efficiently through key processing points, even during periods of sustained construction.

This approach allowed us to balance transformation with consistency, maintaining a predictable and intuitive experience for passengers while preparing the airport to support future growth.





Passenger experience strategy

Our Passenger Experience Strategy sets a clear vision to make travel easier and more memorable. Underpinned by deep passenger insights and aligned to our long-term growth ambitions, the strategy focuses on getting the basics right, uplifting service culture, simplifying passenger journeys and creating memorable moments. The strategy provides a shared framework for how we design, deliver and continuously improve the passenger journey, and will continue to evolve in response to ongoing insights and operational learnings.



Strengthening on-ground support and accessibility

To support passengers during a period of significant change, we expanded our on-ground presence by welcoming an additional 24 volunteer Airport Ambassadors. The increased Ambassador presence strengthened our ability to assist passengers through periods of disruption, particularly during construction, and contributed to early improvements in passenger satisfaction and wait times. This enhanced on-ground support also reinforced our focus on accessibility and care, helping passengers who required additional assistance e.g. our Hidden Disabilities Sunflower program.



Wayfinding strategy

Wayfinding was identified as one of the most significant passenger pain points through analysis of passenger feedback and operational data. In response, we prioritised wayfinding as a key area of improvement. In 2025, we developed an enterprise-wide Wayfinding Strategy, with delivery planned to commence in 2026. The strategy focuses on improving the kerb-to-gate journey, helping passengers move through the airport more easily while reducing time, confusion and stress, particularly during periods of disruption and peak demand.



International seamless transfer improvements

In 2025, we enhanced the passenger transfer experience with the launch of the new Sydney Airport Transfer Facility. The purpose-built facility replaces the previous seamless transfer model and consolidates international and domestic transfer processes into a single location, delivering a more consistent, simple and intuitive journey for connecting passengers.

The project enabled a revised Minimum Connection Time (MCT), reducing connection times by up to 15 minutes and improving connection reliability.

Passenger experience improvements included clearer wayfinding, upgraded amenities and facilities, increased airside bus frequency between T1 international terminal and T3 domestic terminal, and additional service agents to support passengers throughout the transfer journey.

Following the completion of Phase One, further enhancements will be progressed in 2026.

Operations and passenger experience continued

Projects

Delivering certainty, resilience and growth in 2025

2025 at a glance

In 2025, we delivered one of the most complex capital programs in recent years, progressing a broad portfolio of safety, asset lifecycle and commercial and growth projects while maintaining strong capital discipline. Through a renewed planning and delivery model, we accelerated priority investment into delivery, strengthening resilience across critical infrastructure and delivering meaningful improvements to the passenger experience.

The planning and delivery team played a central role in executing our capital strategy, delivering approximately \$447.7 million in capital expenditure. This investment was directed toward modernising infrastructure, meeting regulatory requirements, renewing critical assets and enabling growth, while continuing to operate within a live airport environment.



Major projects delivered in 2025

T1 international terminal security screening



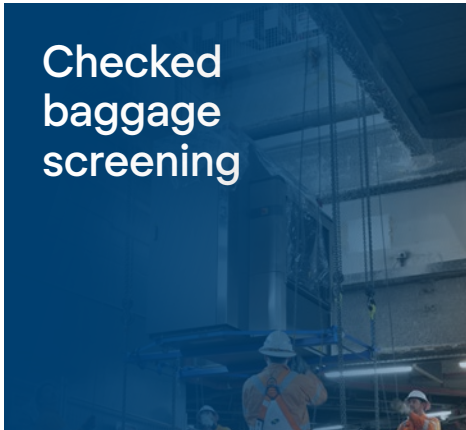
Enhancing safety, efficiency and passenger flow

We completed major upgrades to security screening facilities in T1 international terminal as part of the Federal Security Mandate. The project delivered enhanced screening capability while improving the efficiency of passenger processing and the overall terminal experience.

The upgraded facilities enable faster throughput, improved queue management and a more intuitive passenger journey, supporting both regulatory compliance requirements and operational efficiency. While driven by safety and regulatory requirements, the improvements also benefit airlines and passengers by reducing congestion and improving predictability during peak international travel periods.

The successful completion of the project reflects close collaboration across operational, security and delivery teams, ensuring enhanced security outcomes were achieved while maintaining uninterrupted terminal operations.

Checked baggage screening



Strengthening resilience across all terminals

A major milestone was achieved with the completion of new checked baggage screening systems across T1 international terminal, T2 and T3 domestic terminals. Delivered as a core component of the Federal Security Mandate, the program significantly strengthened the airport's baggage screening capability and system resilience.

While largely unseen by passengers, checked baggage screening is a critical part of the airport's operational backbone. The new systems improve reliability, enhance compliance with evolving regulatory requirements and support more efficient baggage processing across the airport, delivering long-term benefits for airlines, passengers and regulators alike.

Airfield upgrades and expansion



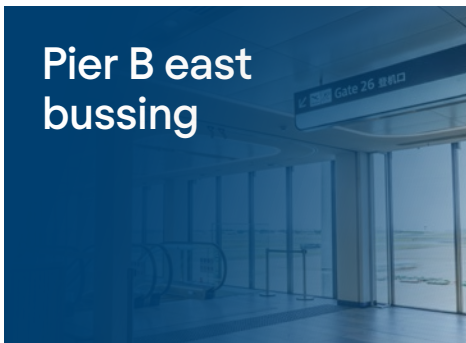
Supporting safe, efficient operations and future growth

Significant investment was made in airfield infrastructure to support safe operations, improve resilience and enable future growth. Key projects included works across both the southwest and southeast sectors of the airfield, as well as resurfacing and pavement renewal across the domestic precinct.

The southeast sector apron upgrades improved aircraft parking and operational flexibility, while works in the southwest sector supported broader airfield performance. In addition, the DOM2 and DOM3 reconstruction and wider pavement and taxiway upgrades strengthened asset condition and reduced the risk of unplanned maintenance disruptions.

Together, these airfield investments support growing demand while maintaining the highest safety and operational standards.

Pier B east bussing



Improving passenger transfers at T1 international terminal

We completed upgrades to the Pier B east bussing facilities at T1 international terminal, improving the efficiency and comfort of passenger transfers between aircraft and the terminal.

The upgraded bussing infrastructure supports smoother passenger flows, reduces congestion and improves reliability, particularly during periods of high aircraft movement. Delivered within an operational terminal environment, the project highlights the importance of targeted infrastructure investment in supporting both passenger experience and operational efficiency.

Commercial

Retail

Delivering a unique Sydney experience for passengers with a blend of high-end luxury, essentials and bespoke dining experiences to enhance the passenger journey

We continued to strengthen our retail and dining proposition by combining targeted physical transformation with experience-led marketing and digital innovation. Across our three terminals, our focus remained on increasing passenger-to-shopper conversion, growing retail spend and positioning Sydney Airport as a premium retail destination.

Our approach recognises the role retail and dining play in shaping the overall airport experience, while also delivering sustainable commercial outcomes within a highly constrained operating environment.

Across all terminals, more than 65 retail and dining tenancies were refurbished or opened during the year, delivering a refreshed and more contemporary offering for travellers and employees alike.



Domestic travel essentials

In partnership with Lagardère AWPL, Sydney Airport completed the refurbishment of 13 Relay stores across T2 and T3 domestic terminals, strengthening the airport's convenience retail offer for domestic travellers. The refreshed stores deliver an improved look and feel and an enhanced range of everyday essentials, ensuring passengers can easily access food, beverages, travel necessities and reading material throughout their journey. This investment supports a consistent, high-quality experience across our domestic terminals.



T3 domestic terminal food and beverage upgrade

A major focus for the year was the transformation of the T3 domestic terminal food and beverage precinct, representing the most significant refresh of the terminal's dining offering in decades. The redevelopment enhanced passenger choice and amenity while supporting our broader retail strategy and strengthening the domestic travel experience.

Delivered in phases within the existing terminal footprint, the works introduced a broader, more contemporary mix of food and beverage brands designed to reflect changing passenger expectations and encourage dwell time. The precinct was anchored by a number of airport-first and Sydney-icon brands, including Maggio's, Slim's Quality Burgers and Icebergs, complemented by an expanded range of casual dining, café and grab-and-go options.

Upgraded shopfronts, improved wayfinding, enhanced seating and the introduction of greenery contributed to a more intuitive and welcoming terminal environment, while maintaining efficient passenger movement through the precinct. Temporary pop-up offerings were used during construction to ensure continuity of choice.

Together, these improvements enhanced the quality and diversity of the T3 domestic terminal offering, supporting commercial performance and positioning the terminal as a more attractive destination for domestic passengers.



Transforming retail and dining across Sydney Airport

At T2 domestic terminal, the opening of the Victoria’s Secret boutique within the Heinemann Duty Free store strengthened the specialty retail offering. At T1 international terminal, ongoing improvements supported the continued evolution of the retail environment, with groundwork underway to deliver new brands into Heinemann, and new food and beverage and specialty stores from 2026 and beyond.

Enhancing the retail experience

Retail marketing played a central role in translating physical transformation into commercial performance through experience-led initiatives aligned to the Retail Growth Strategy. The flagship SYD Millionaire campaign anchored the year, driving engagement, increasing basket size (the amount customers spend per transaction) and strengthening customer insight across specialty retail and food and beverage.

SYD Magazine launch

The launch of SYD Magazine supported discovery and pre-flight shopping by influencing consideration earlier in the passenger journey. Through curated editorial, premium photography and storytelling, it showcases the breadth and quality of our retail, dining and travel essentials on offer, beyond traditional advertising. This reinforces Sydney Airport’s positioning as a premium retail destination while delivering added value for retail partners through elevated brand visibility and engagement.

Commercial innovation and partnerships: driving experience and growth

We continued to enhance the passenger experience while unlocking new commercial value across the airport through targeted innovation and partnerships.

A key milestone was the launch of the upgraded VIP room in T1 international terminal arrivals. Delivered as a test-and-learn initiative, the enhanced facilities enabled us to assess demand for premium, airside experiences, with positive customer feedback informing future premium service opportunities.

We also attracted major and emerging brands to trial and activate within the airport environment, reinforcing Sydney Airport as a platform for innovation. Highlights included Brooki’s Bakehouse’s first New South Wales activation in the T2 domestic terminal, Akubra’s presence in the T1 international terminal, reinforcing a strong sense of place, and Chanel Beauty Box activations across all terminals, bringing a globally recognised luxury brand into the passenger journey.



Commercial continued

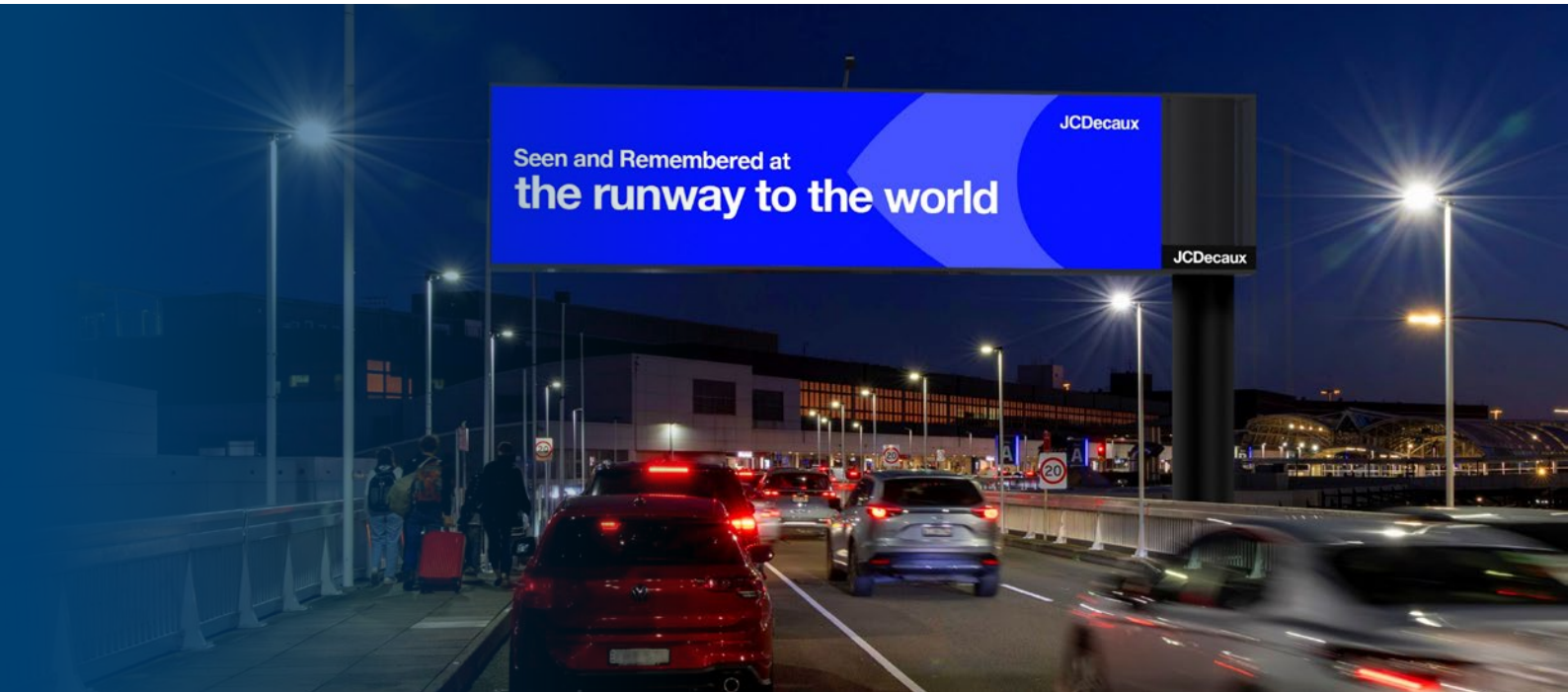
Retail

Elevating digital advertising experiences

In partnership with JCDecaux, we upgraded Sydney Airport’s advertising environment with a new generation of premium digital assets across T1 international terminal, T2 and T3 domestic terminals. Aligned to key moments along the passenger journey, these investments enhance both the commercial precinct and the overall airport experience.

High-impact assets were introduced at prominent, high-dwell locations, including the Atrium Halo in T3 domestic terminal, the Influence screen in T2 domestic terminal and the Arrivals Retail Pillar in T1 international terminal, complemented by large-format digital signage, including the 2,000 square metre statement billboard on the T1 international terminal P7 car park façade and the Wanderlust screen beyond security.

Together, these upgrades strengthen the value of Sydney Airport’s media estate, support high-impact brand engagement and contribute to sustainable commercial growth.



Property and hotels

Delivering strong performance through performance-led partnerships

Our property and hotels portfolio delivered a strong result over the year, reflecting a disciplined focus on partnerships, performance and long-term value creation. With limited land and growing demand across the airport precinct, our priority is to ensure every asset is deployed to its highest and best use.

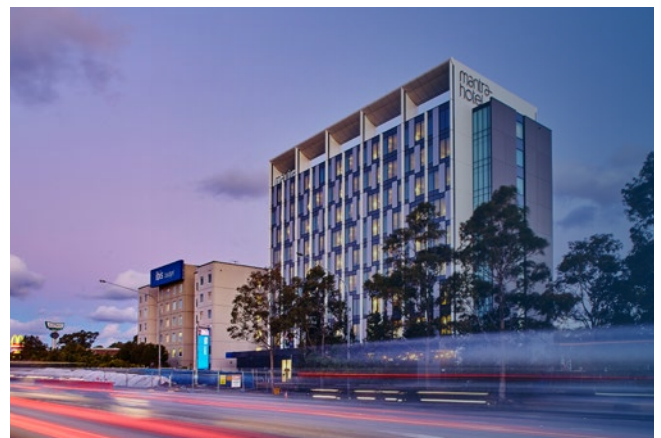
Throughout the year, we reset legacy arrangements and strengthened partnerships across the portfolio. This approach has yielded greater alignment with our partners and positioned the portfolio to deliver sustained value over the medium and long term.



Execujet: resetting general aviation for long-term growth



We reset our General Aviation Terminal precinct through the introduction of a new partnership-based operating model. The new arrangement consolidates operations under a single fixed-base operator, improving operational efficiency, optimising the use of airside space and enhancing the experience for premium aviation customers. It also positions the precinct to support future demand while maintaining flexibility.



Hotels partnerships and performance



Our hotels delivered a record year, with hotel occupancy reaching 83 percent for the year, and particularly strong momentum in the second half with monthly occupancy averaging around 90 percent.

Performance was supported by sustained growth in travel demand and a sharper focus on partnerships and alignment with our hotel operators.

Commercial continued

Parking and ground transport

Smart technology and seamless design are simplifying how passengers move to and from the airport

Delivering choice, simplicity and convenience

In 2025, the parking and ground transport portfolio continued to evolve to support growing passenger demand, with a strong focus on choice, simplicity and ease of use. Through targeted investment, operational enhancements and disciplined performance management, we delivered practical improvements that enhanced the end-to-end journey to and from the airport.

Parking initiatives

Significant progress was made in 2025 on the delivery of new parking technology across the precinct. Licence plate recognition technology upgrades were implemented across 63 entry and 53 exit points, covering 116 individual lanes. These enhancements were supported by upgrades to 63 message boards and 179 digital displays, improving wayfinding, reducing congestion and enabling smoother vehicle movements throughout the car parking network.

Ticketless parking continued to expand across the portfolio, allowing customers who book online to enter and exit car parks using licence plate recognition. This simplified the customer journey, reduced dwell times at entry and exit points and improved overall operational efficiency.





Car rental services

During Q4, car rental services were enhanced with the return of Avis, Budget and Europcar to the domestic precinct. As part of a trial, on-terminal pick-up and drop-off facilities were reintroduced within the P1 and P2 footprint, removing the need for shuttle transfers to off-site locations. This initiative improved convenience for domestic travellers and supported a more seamless arrival and departure experience.

Valet parking

Demand for valet parking continued to grow during the year, particularly among business and premium travellers. In Q4, capacity at the Qantas Valet operation was significantly increased through an expansion of the valet operational drop-off and pick-up site. The upgrade tripled throughput capacity compared to previous years, ensuring sufficient supply while maintaining service quality and operational efficiency.

Additional valet storage capacity was also delivered across the portfolio during the year, increasing overall supply by approximately 2,000 spaces. Since opening, P1 Prime Park has continued to experience consistently strong demand, reinforcing the importance of proximity and convenience for passengers and demonstrating the value of a diverse range of parking products across different price points.

Kerbside, taxi and ride-share services

Kerbside operations continued to perform strongly in 2025, supported by a coordinated operating model and clearly defined service level agreements across road access, kerbside management and customer flow.

In October, following a successful trial, Uber's PIN technology was permanently implemented at T1 international terminal, providing a more orderly and predictable pick-up process. The technology supports faster connections between passengers and drivers, reduces wait times and improves pedestrian safety, while operating alongside established taxi services at the kerb.

Taxi services remained a core component of the ground transport offering. In November, a flat fare taxi trial to the Sydney CBD was introduced by the state government and supported by us, offering a fixed \$60 fare for standard taxis and \$80 fare for maxi taxis. The initiative has been well received, providing transparent pricing and reinforcing taxis as a reliable and convenient option for airport customers.

Together, taxi and ride-share services form an integrated kerbside offering, ensuring equitable access for operators and giving passengers clear, simple choices when travelling to and from the airport.

Service performance and future readiness

As passenger demand continues to grow, Sydney Airport remains focused on maintaining these service standards, with forward planning underway to ensure the ground transport network continues to operate efficiently, safely and reliably into the future.

Safety and culture

We are investing in our people – building capability, resilience and strengthening safety culture

Safety and wellbeing

For us to live our purpose, we must be Safer Together – as per our key safety initiative at Sydney Airport. We continued to strengthen our commitment to ensuring that everyone who works at, operates from, or passes through our airport goes home safe and well.

Building on the three-year Safety and Wellbeing Strategy launched in 2024, we focused on maturing our systems, embedding safer work practices and deepening our engagement with our people and airport partners. Together, these efforts reinforced a prevention-led safety culture and strengthened shared accountability across the airport precinct.

Engaging with our airport community

Engaging with our airport community remains essential to maintaining a strong safety culture. We continued to strengthen collaboration with airport partners, contractors and tenants through joint safety campaigns, engagement workshops and shared learning opportunities. Enhanced contractor onboarding processes and clearer safety expectations supported more consistent safety practices across the airport precinct.

Aviation safety

Aviation safety remains a critical aspect of airside operations. Our airfield teams continued to undertake a range of activities to meet regulatory compliance, monitor safety performance and report incidents.

The teams recorded 35,907 aviation safety hours, reflecting ongoing investment in training, assurance activities and safety initiatives. Targeted airside traffic management campaigns, enhancements to baggage-handling safety and the introduction of airside driving simulators further strengthened airside safety capability.

Strengthening safety culture and leadership

We recognise that a strong safety culture plays a vital role in improving safety performance. Leadership accountability remained a key focus, with Health, Safety and Wellbeing (HSW) engagement expectations maintained across the organisation.

Leaders continued to demonstrate a strong commitment to safety including high levels of Safety Leadership training completion and on-the-ground engagement, completing 1,979 HSW engagements during the year.



35,907

Aviation safety hours



9,136

Hours of Safety and Compliance training delivered



1,979

Health, Safety and Wellbeing engagements



Empowering our people through learning

We continue to invest in health and safety training for our people, by providing a broad range of training across safety, resilience, health, wellbeing, compliance and sustainability.

In FY2025, a total of 9,136 hours, averaging 11.3 hours of training per person was delivered, and Safety and Compliance training accounted for 76%, or an average of 8.4 hours of Safety and Compliance training delivered per employee.

Supporting our people and building resilience

In 2025, we continued to invest in mental health and wellbeing initiatives that support psychological safety and resilience across the organisation.

Our wellbeing programs supported mental health literacy, access to support services, resilience workshops and wellbeing activities. Seven percent of employees are trained as Mental Health First Aiders with two Mental Health First Aid Training sessions and a Mental Health First Aid (MHFA) Refresher course.

These initiatives contributed to more open and supportive work environments, enabling earlier intervention and encouraging people to speak up.

Injury performance

We worked hard to improve injury performance among our people, focusing safety improvement efforts in high-risk areas.

Zero Class 1 injuries were recorded for Sydney Airport employees.

Our Total Recordable Injury Frequency Rate (TRIFR) improved to 5.1, outperforming the target of 5.85. This reflects seven recordable injuries, compared to nine in 2024. Passenger safety performance also improved, with the passenger injury rate decreasing to 1.09, down from 1.26 in 2024.



Safety and culture

Our people



79%

Employee engagement score

Unchanged from 2024



0%

Gender pay gap for like-for-like roles

Strengthening culture, engagement and capability

In 2025, we focused on strengthening our culture, engagement and organisational capability, with clearer expectations for leaders and a stronger focus on outcomes. Working with senior leaders, we defined what a high-performance culture looks like at Sydney Airport, setting clear expectations for how we work, lead and deliver our strategy.

This work informed the development of a Leadership Capability Framework, providing greater consistency in leadership behaviours and alignment between performance, collaboration and ways of working across the organisation.

Employee engagement remained strong, with participation in the 2025 Culture Survey increasing to 91 percent compared to 90 percent in 2024. Improved understanding of our strategy, together with deeper feedback from employees, provided clearer insight into leadership effectiveness, collaboration and psychological safety. Speak-up initiatives and leadership forums supported open dialogue and reinforced accountability across the business.

We continued to invest in learning and leadership development, including the relaunch of the Learn & Grow program to better link development opportunities with career pathways and organisational priorities. Leadership capability was further strengthened through senior leader forums, learning pods and offsite sessions, supporting leaders to manage change and deliver performance in a complex operating environment.

Supporting belonging, diversity and inclusion

We continued our focus on belonging, diversity and inclusion through clearer governance, listening and targeted action. A key milestone during the year was the launch of our first Belonging, Diversity and Inclusion Survey, which achieved a 66 percent response rate and established a strong baseline to guide future priorities.

Comprehensive consultation, including surveys, focus groups, employee advocacy input and engagement through our Reconciliation Action Plan, informed the development of the 2026–2028 Belonging, Diversity and Inclusion Action Plan. This work strengthened our understanding of employee experience and ensured priorities are grounded in employee feedback and lived experience.

The Employee Advocacy Group was refreshed with a clearer purpose and stronger alignment to culture and strategy, reinforcing its role in representing employee perspectives across the organisation. Our commitment to inclusion was further supported through Pride in Diversity membership, LGBTQIA+ awareness initiatives and participation in Sydney's Mardi Gras through office and cross-terminal activations, alongside inclusion forums such as International Women's Day. These initiatives were delivered as focused, high-impact activities aligned to organisational priorities.





Supporting growth, wellbeing and career pathways

We continued to invest in employee development, wellbeing and career progression throughout 2025, recognising these as important drivers of performance and retention.

Learning pathways were clarified through the Learn & Grow framework, embedding development into regular career conversations rather than treating it as one-off training. Employees had greater access to self-paced learning, professional development resources and targeted in-house programs.

A formal mentoring program was introduced to support leadership readiness and career development, alongside participation in external mentoring initiatives. Early careers and apprenticeship pathways were also incorporated into workforce planning to help build capability over the longer term.

Employee wellbeing remained a priority, with continued access to wellbeing days, flexible compassionate leave and employee assistance services supporting a culture of care and trust. Investment in digital capability, including organisation-wide AI and Copilot learning, supported productivity while building skills needed for the future.

National Reconciliation Week and NAIDOC Week

We marked National Reconciliation Week and NAIDOC Week with a strong focus on employee learning, cultural engagement and meaningful participation. More than 320 employees and precinct partners took part in events and activities across the airport. These included a truth-telling talk with Elder Uncle Lloyd Walker, cultural and language workshops delivered in partnership with the Gujaga Foundation, and a guided employee tour of the Mungari exhibition at the Chau Chak Museum, which explores the history and significance of the Gweagal spears.

A highlight was the precinct NAIDOC celebration, where the theme *The Next Generation: Strength, Vision and Legacy* was brought to life through powerful storytelling from First Nations Elders and partners. The event concluded with a special performance by high school students from the NSW Aboriginal Dance Company Events Troupe. To extend reach and visibility, National Reconciliation Week and NAIDOC campaigns were also displayed across more than 300 digital screens throughout the terminals. Together, these activities strengthened cultural capability across the workforce and supported delivery of our Reconciliation Action Plan commitments.

Safety and culture | Our people continued

Celebrating Dharawal culture at Sydney Airport

We continued to celebrate the culture and language of the Dharawal People of Coastal Sydney across the airport precinct, reinforcing our commitment to recognition, respect and reconciliation. In partnership with the Gujaga Foundation, five large Dharawal language signs were installed at one of the T1 international terminal entrances. The signs feature commonly used words and phrases, including 'nagganbi' meaning hello or welcome, 'ngadgayang' meaning take care, and 'nandawabi' meaning see you soon.

These installations create visible moments of cultural connection for passengers, employees and the wider community. The iconic T1 international terminal forecourt SYD sign was also wrapped in artwork by local Dharawal artist Shane Youngberry. The design formed part of a broader exhibition telling the story of the Gweagal spears, taken from Gamay in 1770 and now permanently returned to the Traditional Custodians. The installation provided an opportunity to share important local history and cultural narratives in a highly visible public space.



Sydney Airport Jobs Fair

Our annual Jobs Fair brought together more than 3,000 job seekers and 30 major employers, showcasing employment opportunities across aviation, security, retail, hospitality and government services within the airport precinct. For the first time, dedicated high school sessions were delivered for more than 250 local students in partnership with the NSW Department of Education's Regional Industry Education Partnerships program. Students were introduced to aviation careers and pathways, helping them better understand local employment opportunities and connect directly with potential employers. The Jobs Fair continues to play an important role in supporting local employment, workforce pathways and community connection across the precinct.





Human trafficking awareness

The *Can You See Me?* human trafficking awareness campaign expanded for its second year, with Perth Airport joining Sydney and Melbourne Airports alongside partners A21 and the Australian Federal Police.

Throughout November, digital screens across terminals at all three airports displayed targeted awareness messages, reaching more than 8.5 million travellers. The campaign encouraged people to recognise and report signs of exploitation, helping to raise awareness of an often hidden crime.

New campaign messages addressed forced marriage, child exploitation and online exploitation, reflecting emerging trends identified by the Australian Federal Police.

The expanded campaign reinforced our commitment to collaboration, awareness and community safety across the aviation network.

Can You See Me?

Human trafficking awareness campaign reached

8.5m

travellers

The *Can You See Me?* campaign encouraged people to recognise and report signs of exploitation, helping to raise awareness of an often hidden crime.

Sustainability



2025 performance highlights

93%

Reduction in emissions against baseline year¹ for our Net Zero by 2030 (Scope 1 & 2 market-based emissions) target

Partnered with Qantas

to deliver the single biggest commercial importation of Sustainable Aviation Fuel into Australia to date

1,372



Staff volunteering hours

▲ 14% on 2024

10-year

Partnership with Taronga Habitat Positive initiative announced

Sydney Airport School Tours welcomed

1,471

local students



320 employees

Took part in First Nations engagement activities

1. Baseline year is 2018-2019. Market-based emissions are indirect emissions from purchased electricity, calculated using emission factors from contractual instruments (such as Renewable Energy Certificates or Power Purchase Agreements) into which Sydney Airport has entered. In 2025, Scope 1 & 2 emissions accounted for approximately 0.7% of total (Scope 1, 2 & 3) emissions.

Level 4

Airport Carbon Accreditation

GRESB 5 star rating 100/100, 2nd in airport's sub-category

Sustainalytics 1st in airport's sub-category globally, top rated global ESG performer



Our approach to sustainability

Sustainability is integral to our business strategy, our long-term success and the delivery of our purpose: to be a leading global airport connecting Australia. Our Sustainability Policy sets this direction and is available on our [website](#).

Our Environmental, Social and Governance (ESG) Framework articulates our holistic approach to ESG. It is focused on three strategic pillars; Being a Responsible Business, Advancing a More Sustainable Future, and Supporting our People and Communities. These pillars are underpinned by material topics driven internally throughout our business units by strategies, roadmaps and policies.

Climate change and decarbonisation

As an island nation, Australia relies on a strong and growing aviation sector to connect us with each other and the world. However, the significant and essential economic and social benefits of aviation come with an associated climate impact.

To mitigate climate-related transition risks and realise our long-term growth strategy, we are focused on reducing emissions from our operations and contributing to reducing the climate impact of the broader aviation sector, alongside industry partners.

The new Australian Accounting Standards Board (AASB) S2 Standard for climate-related disclosures came into effect for Sydney Airport for the 2025 financial year. Sydney Airport’s 2025 AASB S2 Sustainability Report (climate-related disclosures) was lodged with ASIC in March 2026.

The vast majority of Sydney Airport’s greenhouse gas (GHG) emissions are emissions from suppliers (upstream) and customers (downstream) across the value chain, known as indirect Scope 3 emissions under the GHG Protocol. These Scope 3 emissions account for 99 percent of Sydney Airport’s total emissions, 95 percent of which are emissions resulting from the burning of jet fuel during flights.¹

We are implementing a comprehensive, long-term Scope 3 strategy to contribute to reducing the climate impact of the broader aviation sector.

We are also focused on reducing our Scope 1 and Scope 2 market-based emissions (emissions under our direct operational control) by working towards the achievement of our Net Zero 2030 (Scope 1 & 2 market-based emissions²) target.

In 2025, Scope 1 and 2 market-based emissions only accounted for 1 percent of Sydney Airport’s total carbon emissions footprint.

Together, the Scope 3 Strategy and Net Zero (Scope 1 & 2 market-based emissions) Roadmap forms Sydney Airport’s climate transition plan.

Our ESG Framework



Being a responsible business

Keep each other safe and well Always do the right thing

- Safety and Security
- Environmental Management:
 - Air, Soil and Water Quality
 - Water and Waste
 - Biodiversity and Heritage
- Fair and Ethical Business



Advancing a more sustainable future

Focus on tomorrow and today

- Decarbonisation³
- Climate Resilience and Disclosures
- Sustainable Design and Development



Supporting our people and communities

Do what you say Deliver for our passengers

- Noise
- Passenger Experience and Accessibility
- Community Investment and Engagement
- Local Jobs and Transport
- Reconciliation
- Belonging, Diversity and Inclusion



1. Departing flights from Sydney Airport to the next destination airport including take-off, climb, cruise, descent and landing phases of flight.
2. Market-based emissions are indirect emissions from purchased electricity emission factors from contractual instruments (such as Renewable Energy Certificates or Power Purchase Agreements) into which Sydney Airport has entered. This approach represents emissions based on the specific energy sourcing choices made by Sydney Airport.
3. Where decarbonisation means to reduce greenhouse gas (CO2e) emissions associated with an activity. Decarbonisation does not mean the removal of all greenhouse gases associated with an activity, and does not necessarily mean the reduction of emissions on an absolute basis.

Sustainability continued

To be a leading global airport connecting Australia

Scope 3 strategy



The Scope 3 Strategy prioritises initiatives with the largest potential emissions reduction impact, while considering where Sydney Airport can have the strongest level of influence. It covers emissions from aviation, and those from activities at the airport.

Strategy pillar	Emission source	Objective	Example initiatives
Cleaner aircraft and fuel		Helping to advance a domestic Sustainable Aviation Fuel (SAF) industry and influencing use of fuel efficient aircraft	<ul style="list-style-type: none"> – Supporting the emerging domestic SAF industry and influencing great uptake of SAF at Sydney Airport – Advocating for a SAF market that minimises price impacts to passengers – Offering incentives through commercial negotiations to encourage the adoption and use of more fuel-efficient aircraft and operations at Sydney Airport
Airspace and airfield optimisation		Partnering to reduce emissions by improving airspace and airfield efficiency through operational trials	<ul style="list-style-type: none"> – Continuous climb and descent operations – Airport Collaborative Decision Making (A-CDM) – Intersection departures to the north on the main runway for jet aircraft
Airfield decarbonisation and efficient taxiing		Enabling decarbonisation of apron operations	<ul style="list-style-type: none"> – Reducing aircraft Auxiliary Power Unit (APU) usage through increased use of electric Ground Power Units (GPU) and pre-conditioned air (PCA) – Working with airlines and ground handlers to transition diesel-based Ground Support Equipment (GSE) to electric alternatives – Encouraging the use of single-engine/reduced-engine taxiing
Non-aviation levers		Encouraging and supporting best practice in sustainability	<ul style="list-style-type: none"> – Reducing construction-related emissions through implementing Sydney Airport's Built Environment Sustainability (BES) Standards – Enabling reduction in tenant energy use – Improving waste recycling and reuse outcomes



This strategy is supported by long-term objectives and ambitions which set a clear, long-term outcome across each of the strategic pillars. This focus on objectives and ambitions instead of targets reflects that the Scope 3 landscape is uncertain, complex, often outside of our control and filled with interdependencies. It is expected our Scope 3 ambitions will evolve over time in response to a rapidly changing environment and market expectations, and we will strive for progress by partnering with key stakeholders to achieve common goals.

Scope 3 strategy long-term objectives and ambitions

 Aviation emissions		 Airport emissions		
Scope 3 pillar	Cleaner aircraft and fuel	Airspace and airfield optimisation	Airfield decarbonisation and efficient taxiing	Non-aviation levers
	HIGHER >>>>	EMISSIONS IMPACT		>>>> LOWER
	LOWER <<<<	LEVEL OF INFLUENCE		<<<< HIGHER
Long term ambitions	50% SAF uplift at Sydney Airport by 2050 25-30% improvement in fuel efficiency of aircraft departing Sydney Airport by 2050 (1% year-on-year vs 2025 baseline)	Regulatory reform has led to a demonstrable reduction in airspace and airfield emissions by 2035	An entirely decarbonised apron by 2040	Stakeholders are encouraged and supported to achieve best practice in sustainability

During the year, we continued to progress the implementation of our Scope 3 Strategy.

Sydney Airport and Qantas, alongside Ampol and Qantas’ SAF Coalition of Australian business organisations, made the largest commercial importation of SAF into Australia to date in May 2025. Around the same time, we celebrated SAF Week, using our digital assets around the airport to increase awareness of the role SAF can play, if scaled, to meaningfully reduce carbon emissions from flying. We also signed a Memorandum of Understanding with Qantas to work together to further facilitate the development of a domestic SAF industry in Australia through joint advocacy and research.

Sustainability continued



Making history with Australia's biggest SAF import

Almost all of Sydney Airport's GHG emissions are emissions from our value chain (known as Scope 3 emissions), and 95 percent of these emissions are from the burning of jet fuel during flights¹. For this reason, we are focused on reducing emissions from operations and contributing to efforts to reduce the climate impact of the broader aviation sector, alongside industry partners. Sydney Airport's long-term ambition for Sustainable Aviation Fuel (SAF) is to achieve 50 percent SAF in our airport fuel mix by 2050.

Sustainable Aviation Fuel – commonly known as SAF – is considered a cleaner alternative to conventional jet fuel.

Unlike fuel made from fossil fuels, SAF is produced from a range of feedstocks and waste-derived sources, like used cooking oil, agricultural residues and even council-collected waste. These types of SAF, known as biogenic SAF, have the potential to reduce greenhouse gas emissions by up to 80 percent over their lifecycle compared to conventional jet fuel.² They may also have the added productivity benefit of diverting waste from landfill, being burned or left to decay, and converting it into high-value sustainable energy production.

Once processed, SAF can be blended with conventional jet fuel at rates of up to 50 percent. This mix can then be used as a drop-in replacement to conventional jet fuel, meaning it can be used by today's aircraft and airport infrastructure.

SAF is not currently produced in Australia. We are advocating for the development of a domestic SAF industry to help reduce carbon emissions from flying. The development of a domestic SAF production would also support greater fuel security for Australia.

We were proud to partner with Qantas this year to deliver the single biggest importation of SAF into Australia to date while a domestic production industry prepares to get underway.

In May 2025, almost two million litres of unblended SAF was imported from Malaysia and mixed with conventional jet fuel before being uplifted onto flights out of Sydney Airport. This one delivery was capable of powering the equivalent of 900 flights from Sydney to Auckland on Qantas' 737 aircraft, once blended to a ratio of approximately 18 percent SAF³, reducing greenhouse gas emissions by an estimated 3,400 tonnes⁴.

While this import was just one step in the journey to our long-term ambition for 50 percent SAF in our airport fuel mix, it showed that SAF can be used today to meaningfully help reduce carbon emissions from flying.

1. Departing flights from Sydney Airport to the next destination airport including take-off, climb, cruise, descent and landing phases of flight.
2. Consumption of SAF reduces an airline's Scope 1 emissions as SAF emissions reduction is calculated on a lifecycle basis. The emission reduction occurs upstream when the SAF is produced (whereas fossil fuel production releases GHG emissions into the atmosphere), although the aircraft tailpipe emissions have the same emissions factor as fossil fuels.
3. Final blend ratio subject to testing.
4. On a lifecycle basis.

Sydney Airport joins Australia's Jet Zero Council

As Australia's largest international gateway, we recognise the important role we can play, alongside industry and government, in supporting efforts to reduce the climate impacts of aviation. We work closely with airlines, key industry partners and governments to advocate for effective policy settings and the development of domestic market mechanisms that support emissions reduction.

The Australian Jet Zero Council, chaired by the Secretary of the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, brings together aviation industry leaders to accelerate the transition to net zero emissions, with a focus on Sustainable Aviation Fuel (SAF) and supporting infrastructure. The Council also coordinates sector-wide input to government on aviation decarbonisation, complementing the Australian Government's Aviation White Paper.

From November 2025, we have participated in the Jet Zero Council as the airport representative, through our involvement in the Australian Airports Association Sustainability Working Group. The Council includes representatives from across the aviation, energy and research sectors, including airlines, manufacturers, fuel producers, research organisations and government agencies.

In our role as the airport representative, we are leading work to identify changes required to airport operations and infrastructure to support emissions reduction. Given our scale and position within the aviation system, we have an opportunity to help enable the development of a domestic SAF industry, supporting emissions reduction, local job creation and long-term industry resilience.

Through collaboration with government and industry, we are contributing to a coordinated, practical pathway to support more sustainable aviation in Australia.

1. Consumption of SAF by an airline can reduce an airport's Scope 3 emissions when uplifted from that airport, assuming SAF accounting for Scope 3 Category 11 emissions (use of sold products) is allowable under the GHG Protocol standards (which it is not currently).

Sydney Airport is the deputy chair of the Australian Airports Association (AAA) Sustainability Working Group and a member of key industry bodies including Bioenergy Australia and the Low Carbon Fuels Alliance of Australia and New Zealand (LCFAANZ).

During the year, we worked with airlines, key industry partners and government to advocate for effective policy and the establishment of adequate domestic market mechanisms. This includes a robust and transparent SAF accounting scheme designed to help support credible, voluntary certification and offset options such as SAF certificates to be available in the future for climate-conscious passengers and businesses. These measures have the potential to enable airports to account for SAF emissions reduction in Scope 3 inventories.¹

Clauses in our Airline Service Agreements were updated during the year, and new agreements now include incentives for airlines to fly fuel-efficient aircraft to Sydney Airport where relevant.

Our focus on reviewing and upgrading infrastructure continued and we worked with airlines to support increased use of ground power units (GPU). Plugging into a GPU rather than running the aircraft's auxiliary power unit (APU) reduces fuel burn while aircraft are parked at the gate. At Sydney Airport, GPUs are powered by renewable electricity. See Net Zero section for more on this.



Sustainability continued

Net Zero by 2030

Net Zero (Scope 1 & 2 emissions) by 2030

Sydney Airport is also focused on reducing our Scope 1 and Scope 2 market-based emissions (emissions under its direct operational control) by working towards the achievement of our Net Zero 2030 (Scope 1 & 2 market based emissions) target.

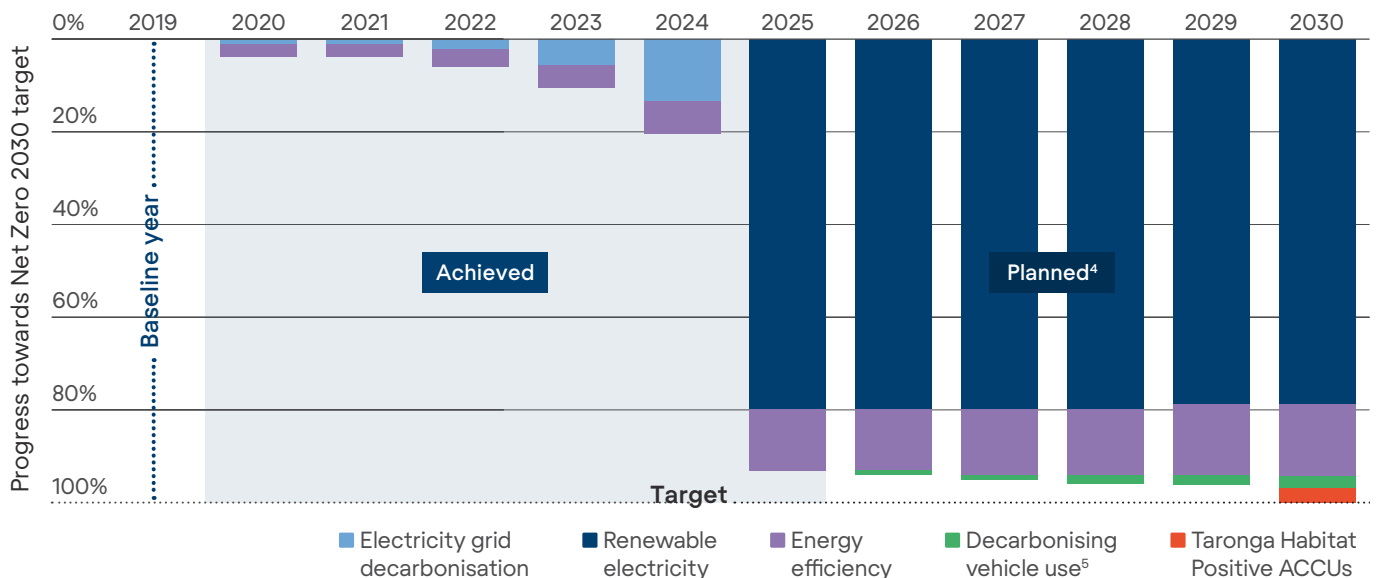
Emissions from purchased grid electricity are the largest source of Scope 1 and 2 emissions, accounting for 93 percent of Sydney Airport's total baseline emissions¹ for our Net Zero 2030 (Scope 1 & 2 market-based emissions) target.

As of 1 January 2025, Scope 2 market-based emissions have been reduced to zero by purchasing 100 percent renewable electricity² and surrendering large-scale generation certificates which match Sydney Airport's consumption, as well as onsite solar generation. The elimination of these Scope 2 market-based emissions, coupled with reductions in Scope 1 emissions, contributed to a 93 percent reduction in emissions against the target baseline year¹ (2018-2019).

Progress continued in 2025 towards reducing Scope 1 emissions from Sydney Airport's vehicle fleet with new electric vehicles (EVs) added to the car fleet and EV charging infrastructure was also installed. Testing for EVs to use on the airfield was conducted during the year, with further testing on selected EVs scheduled for early 2026.

Additional electric buses were also purchased during 2025 to replace diesel-fuelled buses operating landside and airside from 2026 onwards.

Net Zero 2030 (Scope 1 & 2³ emissions) Roadmap as at March 2026 Sydney Airport's emissions savings (Scope 1 & 2³)



1. Scope 1 & 2 emissions for the 2018/19 target baseline year were 83,620 tCO₂e. In 2025 Scope 1 & 2 emissions accounted for approximately 0.7% of total (Scope 1, 2 & 3) emissions.
2. Renewable electricity generated at [Crudine Ridge Wind Farm](#) near Mudgee, NSW.
3. Market-based emissions.
4. Planned as at March 2026.
5. Subject to business casing and approvals.



EVs to take off at Sydney Airport

We made strong progress during the year by taking action to reduce emissions from our car and bus fleets, supporting our commitment to achieve Net Zero Scope 1 and 2 market-based emissions by 2030. In November 2025, we introduced 4 EVs into our landside vehicle fleet for the first time, replacing vehicles with internal combustion engines. Transitioning away from diesel and petrol-powered vehicles aims to reduce our Scope 1 emissions. With 100 percent renewable electricity now powering our operations and large-scale generation certificates surrendered since January 2025, the shift to electric vehicles (EVs) also helps lower vehicle operating costs.

Vehicles operating airside must perform a wide range of tasks, from hauling oversized safety equipment to transporting wildlife and conducting critical runway inspections. Following rigorous testing, detailed analysis and feedback from our experienced airfield teams, our airfield operations and work safety teams selected two EVs for trial in 2026. These vehicles have been fitted with the required equipment to operate across the airfield, with charging infrastructure installed at key locations to support operational needs.

With zero tailpipe emissions, electric buses also help improve local air quality, reduce noise levels and lower the amount of hazardous material generated during servicing.

In 2016, we introduced Australia's first electric airport bus, and in 2026 our electric bus fleet is set to grow. This year, we purchased 29 new electric buses which, over time, will replace diesel-fuelled buses operating both landside and airside. These buses will be rolled out throughout 2026 and used to transport passengers between the domestic and international terminals, to the Blu Emu Car Park and for remote bay operations.

The shift to electric vehicles (EVs) marks a step towards reducing emissions, enhancing operational efficiency and improving the airport environment.



Sustainability continued

2025 emissions performance

Scope 1 & 2 emissions

Scope 1 emissions are direct GHG emissions that occur from sources owned or controlled by Sydney Airport. The main sources of Scope 1 emissions for Sydney Airport are the consumption of natural gas, transport fuels and other stationary fuels. In 2025, Scope 1 emissions reduced by 6 percent from 6,391 tCO₂e (tonnes of carbon dioxide equivalent) to 5,989 tCO₂e. This was due to a reduction in natural gas consumption through optimisation of HVAC (heating, ventilation and air conditioning) systems.

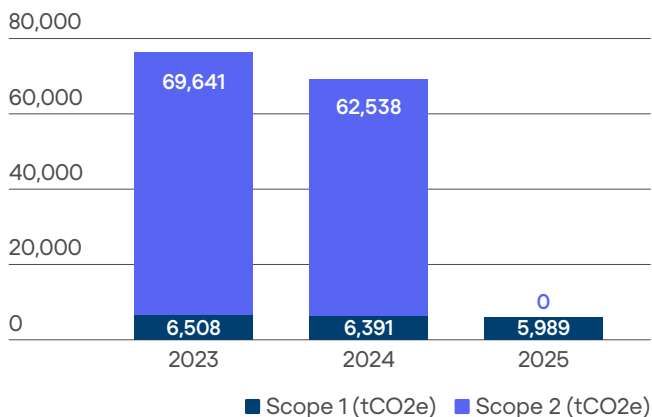
Scope 2 emissions are indirect GHG emissions from the generation of purchased grid electricity we consume. This year, we are reporting both location-based and market-based Scope 2 emissions. Scope 2 location-based emissions are calculated using the average emissions intensity of the electricity grid in the geographic location where the energy is consumed, while Scope 2 market-based emissions are calculated using emission factors from contractual instruments, such as Renewable Energy Certificates or Power Purchase Agreements, and represents emissions based on the specific energy sourcing choices made by Sydney Airport.

As of 1 January 2025, Scope 2 market-based emissions have been reduced to zero by purchasing 100 percent renewable electricity and surrendering large-scale generation certificates which match our consumption through our Power Purchase Agreement (PPA) for renewable electricity generated at Crudine Ridge Wind Farm near Mudgee.

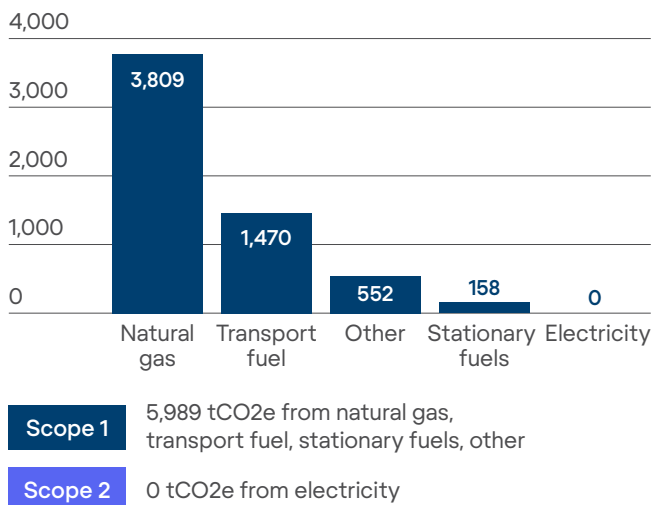
Our total Scope 1 & 2 market-based emissions in 2025 were 5,989 tCO₂e. This is a 91 percent reduction on total Scope 1 & 2 market-based emissions on the previous year.

Total Scope 1 & 2 location-based emissions also fell this year to 61,633 tCO₂e, an 11 percent reduction from the previous year. This included 5,989 tCO₂e Scope 1 and 55,644 tCO₂e Scope 2 location-based emissions. Emissions reductions this year were due to a number of factors, including reductions in energy consumption from energy efficiency projects including lighting upgrades and optimisation of chillers used to cool T1 international terminal and a reduction in the emissions intensity of NSW grid electricity.

Sydney Airport's market-based Scope 1 and 2 emissions, year-on-year (tCO₂e¹)



Sydney Airport Scope 1 and Scope 2 (market-based) emissions 2025 (tCO₂e)



1. tCO₂e = tonnes of carbon dioxide equivalent.

Sustainability continued

Scope 3 emissions

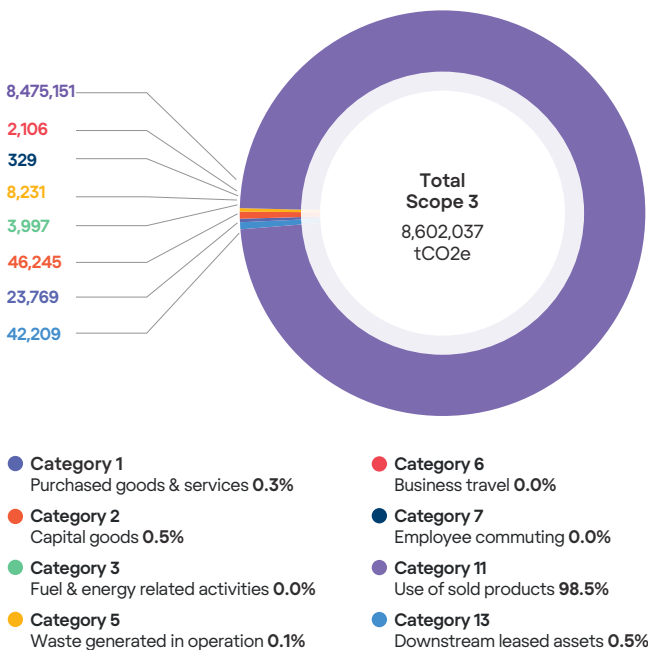
Scope 3 emissions represent indirect GHG emissions across Sydney Airport’s value chain, including upstream activities such as the procurement of construction materials, contracted services and fuel supply, as well as downstream activities such as passenger surface access, full flight emissions from departing aircraft and energy use in leased retail spaces.

To measure our Scope 3 GHG emissions inventory this year, we have applied the measurement approach set out in Annexure B of AASB S2 and the principles, methodologies and Scope 3 GHG emissions categories outlined in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Standard.

Sydney Airport’s Scope 3 emissions for 2025 were 8,602,037 tCO₂e. Upstream categories represent approximately 1 percent of Scope 3 emissions and include

- purchased goods and services (23,769 tCO₂e)
- capital goods (46,245 tCO₂e)
- fuel and energy-related activities (3,997 tCO₂e)
- waste generated in operations (8,231 tCO₂e)
- business travel (329 tCO₂e)
- employee commuting (2,106 tCO₂e)

Sydney Airport Scope 3 emissions 2025 (tCO₂e)



Downstream categories account for around 99 percent of Scope 3 emissions, primarily arising from use of sold products including:

- aircraft-related operations (8,314,561 tCO₂e)
- passenger-related surface access (160,590 tCO₂e)
- downstream leased assets (42,209 tCO₂e)

Sustainable design and development

Sustainable buildings and infrastructure can unlock opportunities as they can be more efficient, resourceful, resilient, future proof, vibrant and cost-efficient over their lifecycles than traditional assets.

Sydney Airport’s award-winning Built Environment Sustainability (BES) Standards were launched in 2024, addressing the project lifecycle from feasibility to design, construction and occupation of both building and infrastructure projects.

Today, 100 percent of projects going through our stage-gating process (a step-by-step approval process for managing projects) now apply the BES Standards.

Early in 2025, e-learning modules were rolled out to Sydney Airport teams, consultants and contractors. A pilot program also assessed 10 projects at different phases, showing that there is already strong performance against BES Standards categories such as waste, water, energy and carbon and climate resilience.

Tenancy fit-out sustainability requirements were developed and piloted in 2025. During 2026, these will be further developed and integrated into Sydney airport’s Project Design Standards.

During the year, we developed a benefits register to capture all project benefits including sustainability performance, demonstrating how projects contribute to our long-term goals. This has been integrated into our project management processes, further embedding the BES Standards and philosophy across teams at Sydney Airport.

Airport Carbon Accreditation

In May 2025, Sydney Airport achieved Airport Carbon Accreditation Level 4. This achievement was in recognition of Sydney Airport’s dedication and outcomes in aligning its carbon management with global climate goals to reach absolute emissions reductions. This achievement also recognises Sydney Airport’s establishment of related partnerships with its business partners, as part of the global airport industry’s response to the challenge of climate change.

Sydney Airport is transforming its operations to achieve CO₂ emissions reductions in line with global climate goals.

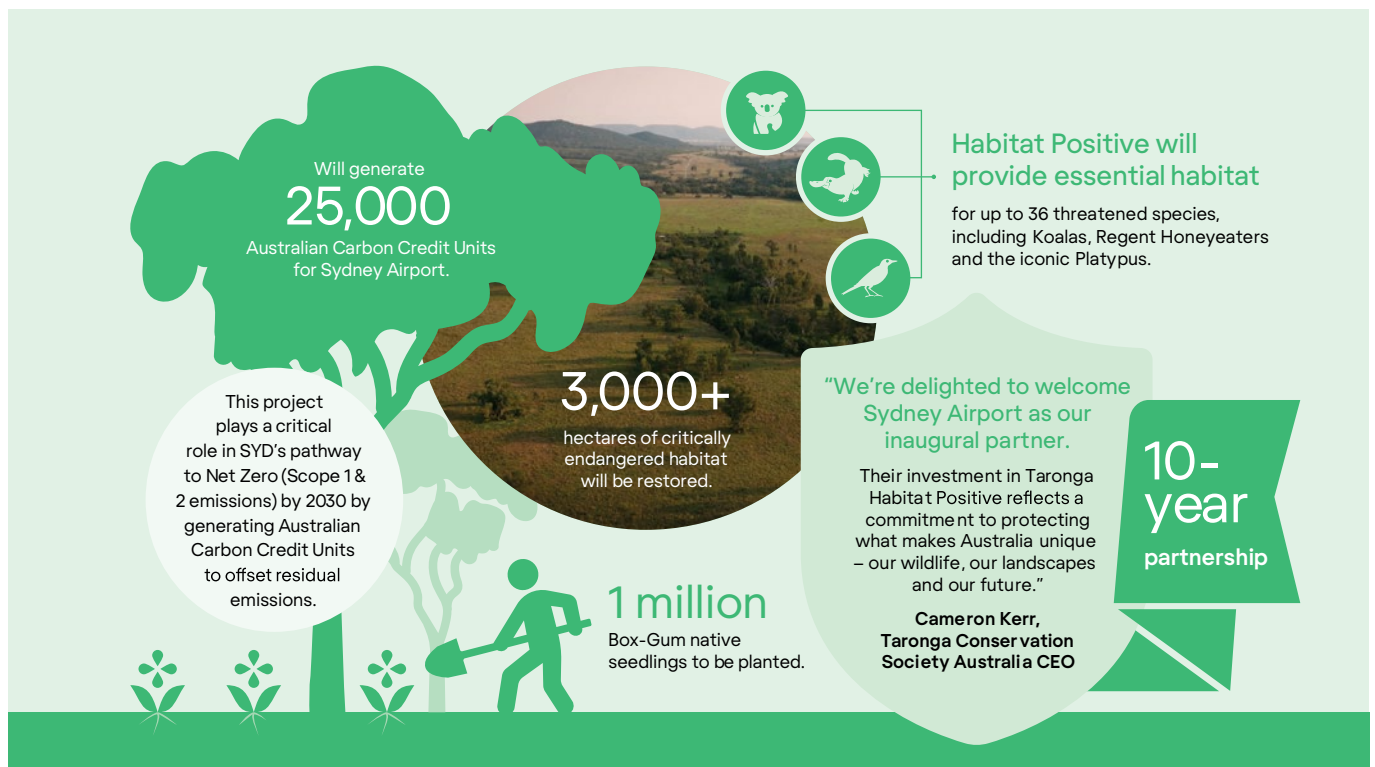


Sustainability continued

Creating a better tomorrow together



In 2025, Taronga and Sydney Airport joined forces in an inaugural 10-year partnership, dedicated to restoring approximately 3,000 hectares of habitat in northern New South Wales to support threatened species.



"We're delighted to welcome Sydney Airport as our inaugural partner. Their investment in Taronga Habitat Positive reflects a commitment to protecting what makes Australia unique – our wildlife, our landscapes and our future."

Cameron Kerr | Taronga Conservation Society Australia CEO



This collaboration combines Taronga’s conservation expertise with Sydney Airport’s commitment to sustainability – aiming to protect iconic Australian wildlife, generate Australian Carbon Credit Units (ACCUs) to offset residual emissions and help the airport achieve Net Zero emissions by 2030 (Scope 1 & 2 market-based emissions).

In 2025, we committed to a ten-year partnership with Taronga Conservation Society Australia, uniting two of Australia’s most established institutions to deliver meaningful, long-term conservation outcomes. The partnership supports Taronga’s Habitat Positive initiative, which is focused on restoring nature at scale while creating a lasting legacy for Australia’s natural environment.

Habitat Positive aims to restore approximately 3,000 hectares of critically endangered Box Gum Woodlands in northern New South Wales. Through the planting of up to one million native seedlings and the rewilding of degraded land, the program will create safe havens for up to 36 threatened species, including koalas, platypus, regent honeyeaters and spotted-tail quolls.

The restoration site, located on the North West Slopes, was carefully selected for its long-term climate resilience, with the region projected to experience relatively low changes in rainfall and temperature. This approach supports durable environmental outcomes while helping safeguard biodiversity in a changing climate.

The partnership combines Taronga’s century-long conservation expertise with our commitment to sustainability, providing a blueprint for how organisations can work together to reverse biodiversity loss through landscape-scale restoration. The project is the first of its kind for a zoo globally and represents a new model for collaboration across industry, community and conservation.

As part of the partnership, the program is expected to generate approximately 25,000 Australian Carbon Credit Units, supporting progress toward our target of Net Zero Scope 1 and 2 market-based emissions by 2030, by offsetting residual operational emissions that cannot be eliminated through electrification or other measures.

Through this long-term collaboration, we are supporting the protection of iconic Australian wildlife while contributing to a resilient, nature-positive future.



Sustainability continued

Environment



Environmental management system

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

Our risk-based approach to environmental management is detailed in the Airport Environment Strategy (AES) 2019-2024, which can be found on our [website](#). We are on target to deliver objectives outlined within the term of this AES. Our next AES, which runs until 2030 and is integrated into the Master Plan, has been on public exhibition and we are currently finalising it before submission to the Minister for Infrastructure, Transport, Regional Development and Local Government for approval mid-2026.

We continued to operate our Environmental Management System (EMS), aligned to ISO 14001, which will be reviewed following approval of the new AES. The EMS will also be updated in April 2026 to confirm it meets the requirements of the Airports (Environment Protection) Regulations 2026.

Air quality and air emissions

We have operated and maintained an Air Quality Monitoring Station (AQMS) to collect and compare air quality data to national guidelines since 2018. Across 2025, air pollutant concentrations measured at Sydney Airport were generally similar in magnitude and showed similar seasonal trends to those measured at the nearby NSW Department of Climate Change, Energy, the Environment and Water Earlwood and Randwick monitoring stations. This included a regional dust storm that occurred in May 2025. Minor local exceedances were observed from a fencing project that occurred adjacent to the AQMS.

We conduct quarterly monitoring of Volatile Organic Compounds (VOCs) – gases released into the air from fuels, chemicals and other materials that can affect air quality – around the airport. VOCs were within the relevant air quality criteria throughout 2025.

Ground-based noise

We received six noise complaints from the community in 2025. All complaints were associated with aircraft engine runs (ground-based engine checks). Investigation of each event found that the engine runs were approved and complied with our Aircraft Engine Operating Procedure.

We amended our noise model in 2025 to reflect changes in the airfield and also assessed other locations for engine runs, to determine if there were locations further away from nearby residents that would have lower noise levels. Following this, updates to our Aircraft Engine Operating Procedures were made to minimise future impacts on local communities.

Contamination

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 Australian Government on a polluter-pays approach to the management and remediation of PFAS contamination in accordance with the PFAS National Environmental Management Plan 3.0. This includes our request to the Australian Government's Airport Environment Officer (AEO) to have Airservices Australia sites remediated for PFAS contamination. An outcome on this request, originally made in 2022, is pending.

We have signed a Memorandum of Understanding (MOU) with the Australian Government to participate in the Commonwealth Airports PFAS Investigation Program. The Department is procuring the consultant to commence these works.

We continue to consider all aspects of contamination throughout our operations, including through development. We use national frameworks to establish clear processes for investigating, assessing and managing contamination at the airport.



Sydney Water's Mill Stream sewage overflows

We continue to work with Sydney Water to improve the water quality in Mill Stream (a nearby drainage waterway located to the south-west of Sydney Airport, feeding into the wider Cooks River catchment) and reduce aviation wildlife risks. This has seen Sydney Water progress a number of projects to improve water quality.

In 2025, over 2,400 ML of untreated sewage was discharged into Mill Stream. This is a decrease from 2024, however, exceeds the 1,238ML/year target set out in the Commonwealth Authorisation. Sydney Water crews were deployed to clean gross pollutants from the beach areas near the airport following discharges.

Sydney Water's Independent Pricing and Regulatory Tribunal (IPART) submission was approved in 2025, with less funding than requested, but more than originally drafted by IPART. Sydney Water has committed to upgrades of the Malabar Sewage Treatment Plant as part of the package of works to occur over the next five years. This is expected to ultimately decrease the amount of sewage discharge into Mill Stream. Information on how the decrease in requested funding will affect projects affecting Sydney Airport is expected to be provided by Sydney Water in early 2026.

Biodiversity conservation and monitoring

We continued our partnership with Wildflower Gardens for Good Inc to improve vegetation at the Airport Wetlands. This included ongoing weed management as well as a larger campaign to replant an area with new vegetation.

This year we held employee volunteer days where additional plants were added to the wetlands under the guidance of the Wildflower team.

Cyber security team joins local volunteers 'Mudcrabs' in Marrickville

Members of our cyber security team stepped into the community by volunteering with Mudcrabs, a local group dedicated to protecting the health of the Cooks River and its foreshore. The team spent the day restoring bushland around Marrickville Golf Course, contributing to environmental outcomes along one of Sydney's most important urban waterways.

Working alongside Mudcrabs volunteers, the team learned about local ecosystems, including the role of native vegetation and the impact of invasive species. The day focused on practical bush regeneration and litter removal to improve habitat quality and river health.

Our efforts included:

- planting 40 native trees and ferns once endemic to the area
- removing buckets of plastic and glass litter from the river corridor
- adding mulch to support young plants through summer conditions

The volunteer day combined hands-on environmental action with learning and teamwork, reinforcing the value of local partnerships and community-led conservation in protecting Sydney's waterways.

Sustainability | Environment continued



Planning and delivery team helps revive Sydney Airport Wetlands

Over two days, 31 members of our planning and delivery team worked in one of Sydney's last remaining urban green corridors – the Sydney Airport Wetlands.

Working alongside Wildflower, our valued First Nations partners and Indigenous land-care experts, the team supported our ongoing Wetlands Management Program, contributing to the restoration and protection of important habitat on airport land.

Wildflower is a not-for-profit social enterprise that creates and nurtures native green spaces while empowering young Indigenous people. Together, volunteers planted 830 native plants, supported biodiversity and helped restore the ecological health of the wetlands.

The project strengthened an important environmental program while bringing colleagues together around a shared purpose, combining hands-on conservation with learning and collaboration in a locally significant natural environment.



Water management

Total water consumption (including recycled water) at Sydney Airport in 2025 was 570,880 kL, an 8 percent reduction from 2024. Total potable water consumption (excluding recycled water) was 366,397 kL, which represents a 12 percent decrease from 2024. In 2025, a total of 204,483 kL of water was recycled and consumed through our wastewater recycling plant at T1 international terminal. This represents 36 percent of the total water consumed by Sydney Airport across our precinct¹.

Total water consumption

570,880kL

Total potable water consumption

366,397kL

Total recycled water

204,483kL

1. Excluding water procured directly by or recharged to tenants.

Waste management

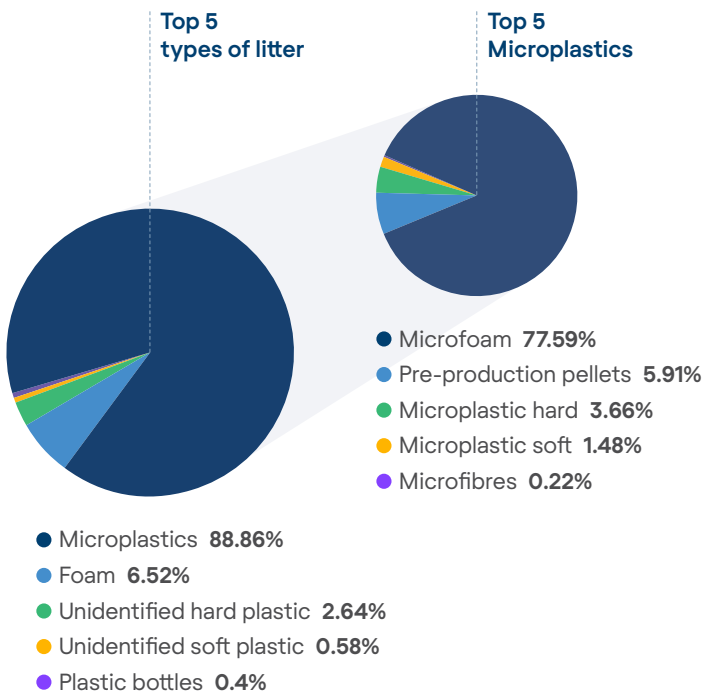
The total operational waste generated in 2025 was 6,279 tonnes, a 4 percent reduction on the previous year. Of this, 27 percent of our total non-biosecurity waste (1,200 tonnes) was recycled and diverted from landfill. In 2025, 3,310 tonnes of waste was sent to landfill, a reduction of five percent compared to 2024.

Seabin™ partnership

Sydney Airport, in collaboration with environmental technology leader Seabin™, began working on an innovative five-year plan for the analysis, removal and reduction of plastic pollution in waterways flowing through to the airport.

The project will use a process of elimination to identify sources and patterns of plastic pollution across three strategic sites, beginning with a 12-month trial at Engine Pond East. Upon success, we will look to expand the project to two additional locations around the airport, before exploring opportunities to extend litter analysis and removal into the Cooks River.

Our trial at Engine Pond East saw two litter collections in September and December 2025. The collected litter was sorted to identify the type of litter present, which has already provided valuable insights. Data collected so far includes:



The top 5 types of litter make up 99% of the litter count

347kg

Of litter collected

~309,000
Plastic items removed

~288,000
Microplastics removed



Sydney Airport volunteers sort through litter extractions

As part of our commitment to looking after the environment, our partnership with environmental technology leader Seabin™, highlighted promising results.

During 2025, Seabin™ removed 347.24 kilograms of litter, including 309,351 plastic items. Around nine in ten items collected were microplastics – small pollutants known to cause long-term harm to marine life and human health.

Litter is removed quarterly and transported to the Seabin™ Ocean Health Lab, where Sydney Airport employees volunteer alongside Seabin™ scientists to sort, count and categorise the waste.

This detailed process transforms collected litter into valuable data, helping identify pollution sources and trends. What may initially appear to be natural matter often contains microplastics that must be carefully separated and recorded. Sydney Airport volunteers spent three days in the Ocean Health Lab learning first-hand how data-led analysis underpins effective environmental action.

To increase transparency and public engagement, a 24/7 live stream of Sydney Airport's Seabin™ operation is available on the Seabin™ [website](#), allowing viewers to see pollution being collected in real time.

The partnership supports Sydney Airport's commitment to protecting local ecosystems and addressing plastic pollution through practical, measurable and data-driven action.

Sustainability

Community



\$3.9m

Invested in the community

▲ 11% on 2024



1,372 hrs

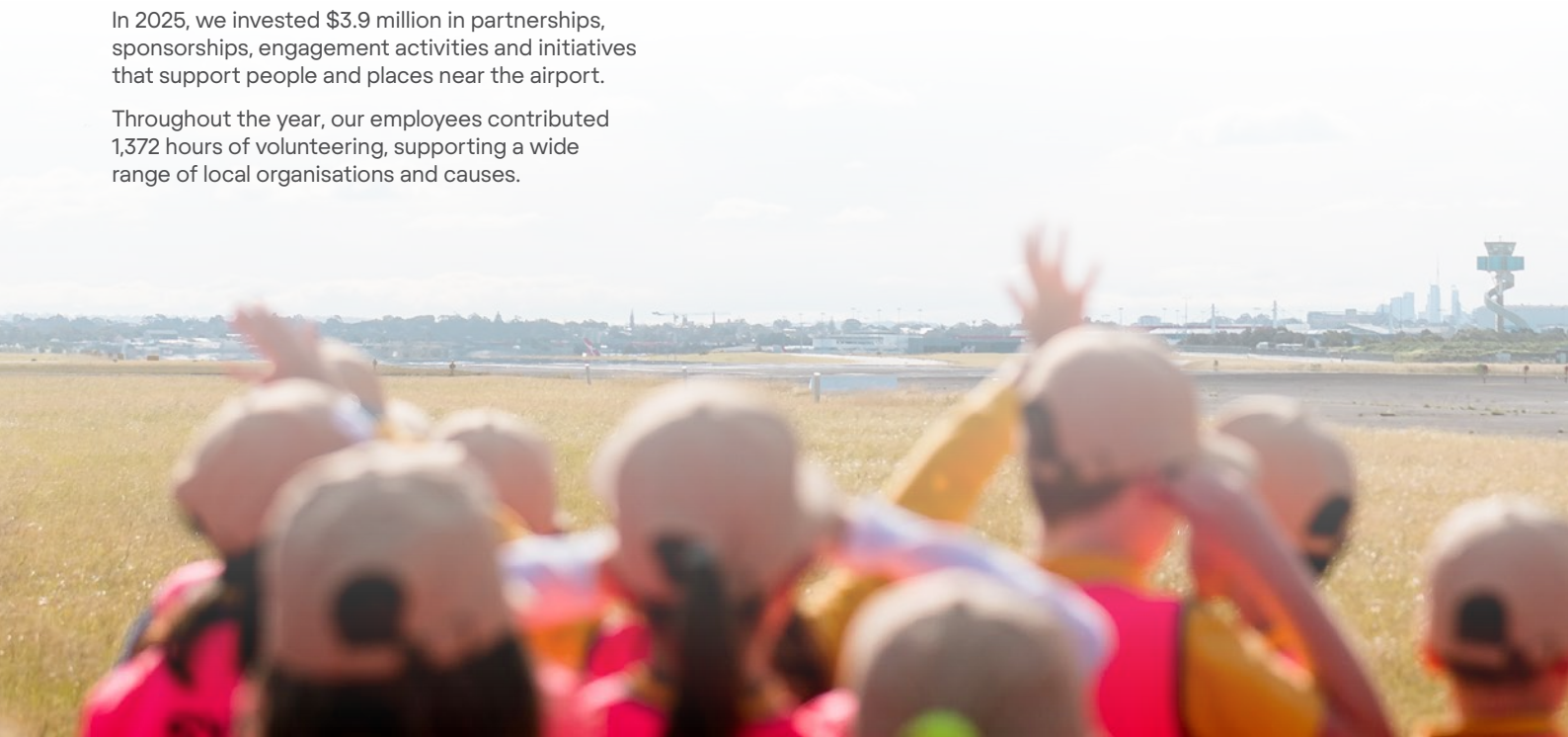
Of employee volunteering

▲ 14% on 2024

Sydney Airport is committed to supporting the communities that surround us. Our community investment is guided by three purpose led pillars: Schools and Education, Community Sport and Local Environment.

In 2025, we invested \$3.9 million in partnerships, sponsorships, engagement activities and initiatives that support people and places near the airport.

Throughout the year, our employees contributed 1,372 hours of volunteering, supporting a wide range of local organisations and causes.





Sydney Airport school tours

We hosted 25 full-day school tours during the year, welcoming 1,417 students from local public schools.

Through the program, Year 5 and 6 students gained a behind-the-scenes look at how Australia’s busiest airport operates and learned about the diverse career opportunities in aviation. The tour combines terminal walks, airfield access and interactive sessions with airport teams and partners, helping students build awareness of aviation, safety and sustainability while connecting classroom learning with real-world applications.

SYD100 Scholarships

We awarded our sixth SYD100 Scholarship to proud Wiradjuri woman Amber West, supporting her journey from Orange in regional NSW to study at the UNSW School of Aviation.

The scholarship covers full university tuition fees for a four-year bachelor’s degree, along with support for living costs, enabling Amber to pursue her long-aspired aviation career. Launched in 2019 as part of Sydney Airport’s centenary, the SYD100 Scholarships support underrepresented voices in aviation and help remove barriers to education and opportunity.



25

Full-day school tours at Sydney Airport



6

Sixth SYD100 Scholarship awarded to a Wiradjuri woman

Sustainability | Community continued

“The Sydney Airport and Inner West Council Community Water Safety program is a unique partnership providing swimming lessons to those who are at risk of non-participation. We already have over 150 kids enrolled in the program and look forward to providing lessons for many more families over the coming years.”

Simon Duck, Senior Manager Aquatics and Recreation from Inner West Council

6th

Consecutive year of volunteering as mentors with Raise Foundation

\$353,142

Donated to deliver more than 14,000 free swimming lessons for kids

Supporting young people through Raise Foundation

For the sixth consecutive year, our employees volunteered as mentors with Raise Foundation, supporting local high school students through a structured 20-week mentoring program. Raise delivers early intervention programs that connect young people at risk of disengagement with trained and trusted adult mentors.

In 2025, we also funded the Raise Program at a local high school and welcomed participating students to the airport for a full-day tour. The visit provided exposure to real-world workplaces and helped students explore future education and employment pathways within the aviation precinct.



Free swimming lessons for local kids

We partnered with Inner West Council's Aquatics team to deliver swimming lessons and water safety programs for local children who might otherwise miss out.

Sydney Airport provided \$353,142 in funding for the program, including a \$100,000 donation from Sydney Airport from money raised through our 2025 Lost Property Auction. This funding is enough to deliver more than 14,000 free swimming lessons. By removing cost barriers to learn-to-swim programs, the initiative helps local children build lifelong skills and confidence in the water.



\$5m

To support Botany Aquatic Centre upgrade

\$88,654

Was collected from Rotary donation boxes throughout terminals

Botany Aquatic Centre redevelopment

Construction began this year on the redevelopment of Botany Aquatic Centre, with Sydney Airport contributing \$5 million to support Bayside Council's major upgrade of this local facility.

The redevelopment will deliver new water slides, splash zones and upgraded pools and amenities, improving accessibility and creating a more welcoming space for local families.

Passenger donations help the community

Thanks to the generosity of our passengers, \$88,654 was collected through Rotary donation boxes located throughout the terminals during the year.

These donations are now supporting a range of local organisations, including hospitals, schools and community programs, delivering tangible benefits to people and communities across Sydney and beyond.



SYD

DISCLAIMER: This Annual Review has been prepared by Sydney Airport Corporation Limited (SACL) ACN 082 578 809 for the purpose of satisfying the statutory requirements of the Airports Act 1996. Whilst every care has been taken in preparing this document, SACL makes no representation or warranty as to the accuracy or completeness of this document, any information in it, or the likelihood of any future matter. No person should act in reliance on any information provided in, or omitted from, this document or any other written or oral information or opinions provided in connection with this document. SACL accepts no responsibility or liability whatsoever to any person who relies in any way on information contained in this Annual Review (including any decision about development or any activity on or off Sydney Airport).