

# 2023 Annual Sustainability Report



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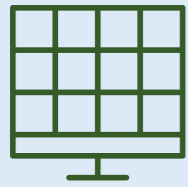
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## Acknowledgment of Country

Aeria Management Group respectfully acknowledges the Traditional Custodians of the country where Aeria and our airports are located and their connections to land, water and community. We pay our respect to their Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

# Our Goals

## Short term (2025-2030):



Source 100% renewable energy for AMG



Source minimum 30% renewable energy for customers on Aeria's embedded electricity network



Develop Aeria's Reconciliation Action Plan



Achieve zero environmental fines, prosecutions, and incidents

## Long term (2031-2050):



Achieve net zero emissions by 2050 (scope 1, 2 and 3)



Remain up to date on general aviation emerging technologies and incubate for airport growth



Demonstrate leadership in providing a physically and mentally safe work environment



Become an Employer of Choice for staff through a broad range of employee support initiatives



Achieve net zero emissions by 2030 (scope 1 and 2)



# Environmental Achievements



Planted over **130,000 trees**, shrubs and ground-covers at Bankstown Airport, and 700 trees at Camden Airport



Mapped our **carbon footprint** for scope 1 and 2 emissions



Upgraded hangars in both airports to **LED lighting**

Upgraded airfield lighting to pilot activated LED



**4.5MW** rooftop solar installation underway

Achieved **4 and 5 Star Green Star Rating** by Green Building Council of Australia for 11 buildings



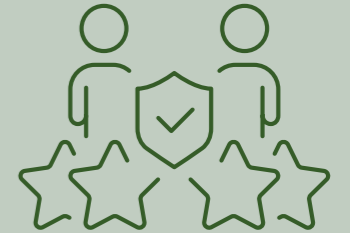
Installed **10 EV chargers**

Upgraded substations  
Installed electricity smart meters. Installed new substations with capacity for solar

# Social Achievements



**Invested in community projects:** Sponsored Little Wings aircraft (65 missions), Little Wings Return and Earn program, Camp Quality Camden Classic Cruise



**Over 90%** staff positive engagement survey response rate  
Participation in RUOK Day, Biggest Morning Tea, and CEO sleepout

Introduced **new initiatives for staff** to build workplace wellbeing and satisfaction

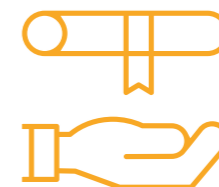


# Governance Achievements

Embedded sustainability into procurement and aligned with human rights and anti-modern slavery commitments



**Established baselines** to monitor and improve environmental compliance



**100% employees** completed newly introduced Safetrac Training on equal opportunity and anti-discrimination

# Message from the CEO



**Airport precincts are vibrant ecosystems, providing diverse services for the benefit of the economy, employment and community.**

Aeria Management Group (AMG) operates two strategic gateways in South West Sydney: Aeria Precinct, home to Bankstown Airport and Altitude premier logistics hub, and Camden Airport. Across over 500 hectares, they support the people and businesses of NSW and the nation, including essential emergency services, flying schools, industrial and manufacturing facilities, retail amenity and services, embedded energy and utility networks and public infrastructure.

Uniting such diverse interests is a shared commitment to sustainability and meaningful action.

AMG's vision is to be a leader in the sustainable operations and growth of general aviation airports, commercial precincts and the community. Our first public Sustainability Report details our strategy to deliver that vision.

We recognise sustainability is critical to the long-term success of our business and precincts. Our 2023 Sustainability Report establishes the framework to enable such opportunities, across the three pillars of **Environmental Stewardship, Community & Wellbeing** and **Resilient Operations**.

The pillars anchor our road map to translate intentions into action and respond to the increasing expectations of our customers, community and stakeholders in a changing world. They represent areas where we endeavour to generate the greatest sustainability value and impact.

This strategic approach has already delivered significant achievements across our "Sustainability Six" focus areas and targets.

To reduce emissions and climate-related impacts, we have upgraded hangars and airfields to LED lighting and commenced an ambitious solar panel program, which will generate 5.5 gigawatt hours of renewable power per annum across our growing embedded energy network.

To help protect and restore natural environments and biodiversity, we have planted more than 130,000 native trees, shrubs and ground cover over the past year.

To build community care and connection, we have partnered with Little Wings, a not for profit organisation providing free, professional and safe flight and ground transport services for seriously ill children in rural and remote areas across NSW, ACT and QLD.

We have introduced initiatives to enhance workplace wellbeing and engagement for our staff. To ensure we operate an ethical, sustainable and secure business, we have embedded sustainability into our procurement processes and established baselines to monitor and improve environmental compliance.

Our 2023 Sustainability Report details our achievements and plots the flight path towards delivering ongoing economic, environmental and social value to our direct stakeholders and the wider community.

The impacts of a changing climate on the ways we live, work and travel are stark. To meet that challenge, we are on track to reach our target of net zero Scope 1 and 2 emissions by 2030. We will work with our customers to achieve net zero Scope 3 emissions by 2050.

Other key targets include our commitment to power 100 per cent of our operations with renewable energy. Ongoing investments in solar power will deliver greater benefits over the short and medium term, to meet our target of supplying renewable energy for 30 per cent of our customers' needs over the short term.

Looking ahead, our support for Advanced Air Mobility will help facilitate the transition of Australia's aviation industry towards net zero. Metro General Aviation airports are uniquely positioned to drive decarbonisation, with Bankstown Airport operators leading the nation in the development and uptake of electric and hydrogen-powered aircraft.

AMG is proud to work with our owner Aware Super, governments, industry groups, our customers and the community to effect meaningful change. I would also like to thank our AMG colleagues for their engagement and dedication towards delivering our sustainability initiatives.

AMG's sustainability strategy, framework and targets are practical, authentic and action oriented. We look forward to continuing to work alongside our customers, industry and the community to ensure sustainability is embedded in the ways we do business, provide essential services and evolve our precincts.

**Daniel Jarosch**

CEO, Aeria Management Group

**Our vision is to be a leader in general aviation airports, commercial precincts and in our community. We will achieve this by committing to net zero by 2030 (Scope 1 and Scope 2), being aware of our impacts, and engaging in an ethical and responsible way**



# Preface

**Our vision is to create a thriving and diverse destination connecting aviation, business and community.**

In 2021, AMG commenced the preparing of a **Sustainability Strategy** and supporting framework, including a road map and implementation plan.

Stage One of our sustainability journey involved research and assessment of material sustainability factors, workshops and the preparation of our Sustainability Framework. The **Sustainability Framework** contains our vision statement, sustainability pillars, factors, targets and key performance indicators (KPI). The Sustainability Framework forms the foundations toward our vision to be a sustainability leader in general aviation airports, commercial precincts and in the community.

Stage Two involved the establishment of an **Sustainability Strategy Implementation Programme (SSIP)**, the preparation of a reporting and monitoring framework and baseline information for identified sustainability targets. A gap analysis identified that baseline data for energy, water and waste were insufficient for reporting. In establishing the SSIP, we have determined a road map to support effective sustainability reporting over the coming years.

This Sustainability Report includes progress on each of the sustainability factors and against the KPIs. AMG gathered data for the base-lining of fuel, energy, and waste for our greenhouse gas emissions inventory, and to inform our strategies to reduce our Scope 1, Scope 2, and Scope 3 emissions.

Our objective is to report on all sustainability targets by 2025 including alignment with the **Taskforce on Climate-related Financial Disclosures (TCFD)**. This includes prioritising our carbon emissions inventory and assessment of climate related opportunities.

The sustainability information in this report relates specifically to assets and activities within our direct operational control as Aeria Management Group and does not include information on our customers, tenants, suppliers and contractors.



# Our Shareholder

AMG is the operator and manager of Aeria Precinct, home to Bankstown Airport and Altitude Premium Logistics Estate, and Camden Airport. Together, these precincts contribute more than \$1.7 billion a year to the NSW economy and support almost 9000 jobs.

AMG is owned by Aware Super.



As the owner of AERIA, we're proud to have contributed to the gateway precinct's exciting transformation as it houses a growing collective of aviation, emergency services and commercial businesses and services providing essential service for our community.

Aware Super is one of Australia's top-performing and largest industry superannuation funds with a core objective of delivering strong risk-adjusted returns for our 1.1 million members. Our Australian and London-based investment teams currently manage \$170 billion on behalf of our members with a projected growth target of \$250 billion in Assets Under Management in the next few years.

As one of the top 50 institutional investors globally, we typically take an active management approach across alternative assets, including infrastructure, property and private equity, and additionally allocate to liquid markets. Returns for our \$10 billion property portfolio are driven by a globally-diversified program which focuses on living, industrial, office upgrades, self-storage, life sciences and cold storage.

We're proud to include Aeria in our portfolio. As the home of Bankstown Airport for the past 80 years, we acknowledge its deep roots not only in the aviation industry, but the community of Western Sydney and we look forward to many more decades of realising exciting new opportunities.



# Our Core Business

Our core business across both airport precincts includes aviation and property operations and includes the operation of embedded energy networks and electricity retailing.



## Aviation

Bankstown Airport experiences an average of 700 aircraft movements each day. It operates on a 24/7 basis with over 231,000 movements each year, with capacity for up to 450,000 movements. The airport is the third most active airport in Australia in terms of aircraft movements.

Camden Airport accommodates an average of approximately 290 aircraft movements each day. It operates on a 24/7 basis and currently averages approximately 92,000 movements each year, with capacity for up to 210,000 movements.

## Property

With over 170 tenants and approximately 700,000sqm of leased area, the two airports are a major centre for employment and business development in Western Sydney.

AMG's Property team oversees the day-to-day property and infrastructure operations at both precincts.

A number of buildings and hangars are the property of operators at our airports, and where possible AMG adopts a partnership approach with these operators to support them in the management of their properties.

## Embedded Energy Network

AMG operates embedded energy networks on-airport for the benefit of tenants and the community.

Aeria Precinct includes four existing embedded networks across the 313ha site. The current consumption of existing networks is 18,300MWh.

The embedded energy network currently includes low and high voltage infrastructure, smart electricity meters, solar installations and EV charging stations.

Camden Airport includes one embedded network servicing the airport and tenants across the 198ha site. The current consumption of existing network is 308MWh

Our larger electricity customers at Aeria Precinct account for 86% of total electricity consumption, with 54% consumed by the top three.



## Bankstown Airport

Bankstown Airport is located in the centre of the growing and vibrant area of South West Sydney. Bankstown Airport is the premier general aviation airport and a major commercial centre in Sydney.

Bankstown Airport is the third busiest airport in Australia and the second busiest general aviation airport. The Airport operates on a 24/7 basis and serves as a flying base for emergency services, major flying schools and small to medium-size air freight, aircraft maintenance, charter and private business flights.

Home to more than 170 businesses, Bankstown Airport plays an important role as a major economic and employment hub within the Canterbury- Bankstown region.

# AERIA

The Aeria precinct is a collective of aviation, business and essential services providing extraordinary experiences for our community. Aeria is a newly defined precinct of over 300 hectares in South West Sydney, and the proud home of Bankstown Airport for over 80 years. Aeria is evolving to become a thriving destination, more recently including Altitude Premium Logistics Estate (in the south) and the Marion Street Industrial Estate (in the north). These new developments complement the existing wide variety of aviation, emergency services, light industrial, manufacturing, retail and entertainment facilities across Aeria.

Aviation will always be central to our operations, and new and emerging technologies and services, such as electric and hydrogen-powered aircraft, are being embraced to manage our business in an environmentally sustainable and sensitive way.

AMG's vision for Aeria is to continue to operate and develop to be:

**"... a dynamic, integrated aviation and commercial centre for Sydney, including the home for emergency services, general aviation, training, logistics and destination retail."**

## Key Aeria Precinct Statistics



**313**  
Hectare site



**3**  
Runways



**24/7**  
Operation



**3rd**  
Busiest airport in Australia



**231,000**  
Movements in 2022-23



**Major**  
Helicopter base



**9,000**  
Direct and indirect jobs



**170+**  
Businesses on the airport



**More than \$1.5b**  
A year to the NSW Economy



**9**  
Emergency services



**10**  
Flying schools



**500+**  
Aircraft based at the airport





Camden Airport is a general aviation, emergency services, sport and recreational aviation airport.

The airport operates on a 24/7 basis and caters for a wide range of general aviation movements (fixed wing, helicopter and gliders), providing for flight training, emergency services, gliding, ballooning and recreational flying, along with not-for-profit youth organisations and aviation maintenance facilities.

**AMG's vision is to continue to operate and develop Camden Airport to be:**

**"... the general aviation, emergency services, sport and recreational airport servicing the south west growth centre of Sydney, and a bespoke commercial and employment hub for the Camden region."**

## Key Camden Airport Statistics



**198**  
Hectare site



**Main Runway**  
RWY 06/24 Sealed  
Runway Lights



**4 Runways**  
1 Sealed, 3 Grass



**24/7**  
Operation



**92,022**  
Movements in 2022-23



**Aviation Operations**  
General Aviation, Fixed Wing  
Helicopters, Gliding, Ballooning



**\$110m**  
NSW economy



**Airport Users**  
Flying Schools, Emergency Services,  
Aviation Maintenance, Flight Training,  
Flying Clubs, Air Charter



**500+**  
Jobs NSW economy



# Sustainability Six - Our Strategy

Our CARE values are focused on the customer, awareness of our impacts, responsible and safe operations, and high engagement with our community. These values underpin our desire to create compelling and positive experiences for our customers and community.

Our sustainability strategy is a key strategic driver for our business and customers – aligned with our CARE values.

Sustainability is a cornerstone in our delivery of economic, environmental and social value to our direct stakeholders and the broader community. Underpinning this is a commitment to operate in line with the highest ethical standards and being a responsible business.

Our sustainability strategy remains practical, authentic and action oriented and enables us to attract and retain customers, employees and capital - informed by emerging trends shaping our future.



## Sustainability Framework

Our Sustainability Strategy is realised through our Sustainability Framework which delivers responsible outcomes across our business and in the communities in which we operate. Our focus is on delivering environmental and social value at the same time as pursuing long-term, risk-adjusted returns.



**Our Sustainability Framework has three pillars:**



### Pillar 1: Environmental Stewardship

Creating resilience through meaningful climate action, rethinking our approach to resources and restoring nature.

We will work in partnership with our customers to deliver meaningful action on climate change, including the way we adapt and build resilience into our assets. We are focused on resource efficiency, reducing carbon emissions and responding to the physical and transitional risks and opportunities of a changing climate. We are committed to achieving net zero in the operation and powering of our assets. We continue to deliver on our environmental objectives, including enhancing our approach to circularity, natural capital and biodiversity.



### Pillar 2: Community & Wellbeing

We focus on talent development and customer partnerships, as well as building community connection, inclusion and delivering healthier, safer places for people.

We look for ways to increase the strength of communities in which we operate. We create safe, equitable and inclusive environments to support our people, foster deep customer relationships and build strong communities. We aim to create healthier and more connected local communities, with accessible job creation and skills development opportunities.

AMG actively supports our communities through direct investment, championing of causes, and investment in kind.



### Pillar 3: Resilient Operations

Operating a responsible business and ensuring effective risk management.

We conduct business activities in line with the highest ethical standards, strive for a sustainable supply chain and transparently align and disclose our performance with best practice rating tools and frameworks. This approach to governance is the cornerstone of everything we do.

We conducted a safety maturity assessment, and have updated our incident and crisis management processes.

We are compliant with our safety and environment obligations and consider these critical to our licence to operate.

# Sustainability Framework

Our Sustainability Framework focuses on pillars where we can generate the greatest value as a business, our Sustainability Six strategic focus areas, supported by targets. The framework focuses on environmental stewardship, community & wellbeing, and resilient operations. This approach reinforces our commitment to being aware of our impacts, and engaging in an ethical and responsible way.

Our Sustainability Framework is informed by our key materiality factors. We completed a comprehensive materiality process to shape our Sustainability Framework, as well as inform our sustainability disclosures. The factors identified as material to our stakeholders, including our customers and the community, and AMG are aligned under our three sustainability pillars in the framework below. The framework also includes our strategic response to the factors, addressing key risks and opportunities.

## Sustainability Pillars

Environmental Stewardship			Community & Wellbeing			Resilient Operations		
<b>Sustainability Strategy</b>								
<b>01</b> <b>Climate Risk, Energy Consumption and Efficiency</b> Achieve Net Zero emissions and strengthen resilience to climate related impacts	<b>02</b> <b>Biodiversity</b> Protect and restore natural environments and biodiversity	<b>03</b> <b>Customer &amp; Community engagement</b> Engage and consult with stakeholders	<b>04</b> <b>Health and Wellbeing</b> Build and strengthen an engaged and diverse workplace	<b>05</b> <b>Safety and Environmental Management</b> Ensure safe and environmentally compliant precincts	<b>06</b> <b>Governance</b> An ethical, sustainable and secure business			
<b>Sustainability Targets</b>								
<b>1.1 Climate change adaption</b> Disclosure in alignment with TCFD framework  <b>1.2 Scope 1 &amp; 2 Emissions</b> Achieve carbon neutrality by 2030 for Scope 1 and 2 emissions  <b>1.3 Achieve net zero emissions before 2050</b> (for Scope 1, 2 and 3)  <b>1.4 Renewable energy</b> Achieve 100% of AMG's energy sourced from renewables by 2025  <b>1.5 Energy Consumption</b> Reduce consumption of non-renewable sources of electricity by 30% by 2030 for customers on the embedded network  <b>1.6 Energy efficiency</b> Implement new energy efficiency initiatives annually  <b>1.7 Infrastructure ratings</b> 5-star Green Star Design & As Built certification for all eligible buildings from FY22	<b>2.1 Restore and Regenerate</b> Support the natural environment to maintain and increase biodiversity in our airports  <b>2.2 Track emerging disclosure frameworks</b> Track emerging disclosure frameworks and requirements relating to natural capital, including the Taskforce on Nature-related Financial Disclosures (TNFD)  <b>2.3 Water</b> Establish water consumption monitoring processes  <b>2.4 Waste</b> Establish waste generation, recovery & diversion monitoring processes	<b>3.1 Customer and Community Engagement</b> Maintain minimum satisfaction targets for annual customer and community engagement surveys  <b>3.2 Youth and Women in Aviation</b> Year-on-year improvement in work experience, youth engagement, and women in aviation  <b>3.3 First Nations Engagement</b> Engage and develop partnerships with local indigenous communities through investment and in-kind contributions Development of a Reconciliation Action Plan by 2025  <b>3.4 Community Investment</b> Leverage a portion of our profits, space and our people's time to support our communities aligned with our CARE values	<b>4.1 Health and safety</b> Achieve year-on-year improvement in hazard reporting. Achieve zero fatalities (AMG)  <b>4.2 Safety training and Inspections</b> Increase in Hazard Reporting Deliver safety training to employees Safety Inspections on critical infrastructure Safety Inspections implemented on major projects  <b>4.3 Mental health and wellbeing</b> Deliver mental health and wellbeing training to employees biannually  <b>4.4 Talent Retention and Attraction</b> Employer of choice through improving baseline targets on employee support, training, and remuneration programs  <b>4.5 Equal opportunities</b> Deliver equal opportunity and anti-discrimination training to employees biannually  <b>4.6 Workplace harassment and bullying</b> Achieve and maintain zero incidents of discrimination and harassment  <b>4.7 Diversity and Inclusion</b> Diversity and Inclusion awareness and events biannually	<b>5.1 Aviation safety performance</b> Achieve compliance with the Aerodrome Operations Manuals  <b>5.2 Incident and crisis management</b> Deliver incident management training to employees biannually  <b>5.3 Noise pollution</b> Implement the Fly Neighbourly Procedure to foster positive relationships between the community, aviation operators and AMG. Continue to meet regulatory compliance requirements for ground aircraft noise complaints and non-aviation ground complaints  <b>5.4 Fines and prosecutions</b> Achieve and maintain zero environmental fines and prosecutions  <b>5.5 Environmental incidents</b> Achieve and maintain zero significant environmental incidents	<b>6.1 Cyber Security and Privacy</b> Maintain secure IT systems that protect against data and information breaches  <b>6.2 Technological Innovation and Disruption</b> Stay up to date of disruptive technologies and be ready to implement support for their growth  <b>6.3 Governance and Ethics</b> Maintain the highest standards of ethics, integrity and behaviour  <b>6.4 Sustainable Procurement</b> Procure sustainably and ethically delivered services, products and materials			



# Actions Against Sustainability Factors



## 01 Climate Risk, Energy Consumption and Efficiency

Achieve Net Zero emissions and strengthen resilience to climate related impacts

### Our Targets

#### 1.1 Climate change adaption

Disclosure in alignment with TCFD framework

#### 1.2 Scope 1 & 2 Emissions

Achieve carbon neutrality by 2030 for Scope 1 and 2 emissions

#### 1.3 Achieve net zero emissions before 2050

(for Scope 1, 2 and 3)

#### 1.4 Renewable energy

Achieve 100% of AMG's energy sourced from renewables by 2025

#### 1.5 Energy Consumption

Reduce consumption of non-renewable sources of energy by 30% by 2030 for customers on the embedded network

#### 1.6 Energy efficiency

Implement new energy efficiency initiatives annually

#### 1.7 Infrastructure ratings

5-star Green Star Design & As Built certification for all eligible buildings from FY22

### Our Actions

#### Climate Change Adaptation

Climate change is resulting in extreme weather events which have impacted our business and our communities.

Our business is focused on taking meaningful action and driving resilience to such events. We recognise that the physical and transitional risks of a changing climate pose a serious challenge and present opportunities for investment in sustainable business growth and returns.

Aeria Precinct and Camden Airport are at an increased risk to flooding and heat exposure (increased hot days and heatwaves) by 2050. These factors will result in increased impacts to infrastructure, airside pavements and runways, and loads on HVAC systems to maintain thermal comfort, higher chance of heat related blackouts, and increased energy use.

Adaptation measures include:

- Assessing the appropriateness and type of cooling systems, with a focus on heat risk in planning for end-of-life replacement
- Ameliorating the impact of urban heat islanding by increasing vegetation and shading and implementing lighter colours in façades and roofs
- Reducing reliance on grid-supplied electricity by improving solar and battery storage.

The Task Force on Climate-related Financial Disclosures (TCFD) framework is currently considered to be the basis for best practice climate-related disclosures, providing a framework to disclose climate-related risks and opportunities. Alignment to the TCFD allows AMG to understand the transitional risks associated with moving towards a lower carbon economy and physical risks associated with climate change, ultimately providing insights into the financial impacts of climate change to our business. Now that AMG has baselined our greenhouse gas emissions inventory, we propose to report in alignment with the TCFD as part of the evolution of our sustainability reporting. We will conduct a scenario analysis and refine emissions reduction targets.

#### Scope 1 & 2 Emissions

We will endeavour to fully scope and decarbonise our business operations in the short term, while putting a plan in motion to decarbonise our airports in the long term.



#### Scope 1

Scope 1 emissions are from the combustion of petrol and diesel fuel onsite used in our owned and operated vehicles, plant and equipment. Scope 1 emissions in financial year 2022 were 50.1 tCO<sub>2</sub>-e and 45.6 tCO<sub>2</sub>-e in 2023.

AMG has commenced the transition to an electric fleet with the first electric vehicle to be introduced in FY24.

All grounds maintenance equipment (blowers, brush cutters and whipper snippers) have been replaced with commercial grade battery operated equipment, which is expected to save approximately 200 litres of fuel, reducing future Scope 1 emissions by 0.5 tCO<sub>2</sub>-e in FY24.

#### Scope 2

Scope 2 emissions are from the consumption of grid-supplied electricity for airside lighting, street lighting, common areas, and the AMG office. AMG has completed a roll out of smart meters across all tenancies and will extend this to common areas in future. Installation of smart meters in common areas will enable AMG to more accurately report emissions. Scope 2 emissions in financial year 2022 were 1,091 tCO<sub>2</sub>-e at Aeria Precinct and 49.7 tCO<sub>2</sub>-e at Camden Airport.

AMG purchased 518 small-scale technology certificates (STCs) in 2023 to offset emissions for one of our customers on the embedded network at Aeria Precinct. Of these, 152 STCs offset 152 MWh of AMG consumed electricity.

AMG continues to transition airside, common area and street lighting to energy efficient LED lighting and retrofit AMG hangars to LEDs as opportunities arise. Opportunities to reduce Scope 2 emissions will also be realised through the ongoing installation of solar infrastructure while examining ways to reduce our energy consumption.

### Scope 3

Scope 3 emissions are the indirect carbon emissions resulting from activities that are outside of our operational control. We recognise that Scope 3 emissions are broad and complicated. We have commenced defining our Scope 3 boundary in accordance with the Greenhouse Gas Protocol Technical Guidance. Landing and take off emissions will be calculated as in accordance with the Airports Council International Airport Carbon Emission Inventory guidance.

### Renewable energy

We will explore opportunities to deliver green electricity across our sites and support the electrification of the aviation industry over time.

AMG is in the process of installing 4.3MW of solar generation over the next two years and is looking at options to install between 4MW and 10MW of battery storage at Aeria Precinct. Clean energy is a critical component in reducing our Scope 3 emissions and lowering the operating costs for customers. By delivering on our shared ESG targets and aspirations, we can collectively support the uptake and investment in clean energy.

The existing 100kW and 250kW systems have generated 143,000kw/h and 315,000kw/h respectively, avoiding a collective 412 tCO<sub>2</sub>-e. in emissions. Our large investment in solar will reduce the demand for electricity from the grid that does not have a renewable energy component under the current Power Purchasing Agreement.

Camden Airport does not have large energy use customers like Aeria Precinct. AMG is looking at residential sized solar systems around the 6.6kW size due to reduced consumption and the need to protect the structural integrity of the older heritage hangars at the airport.

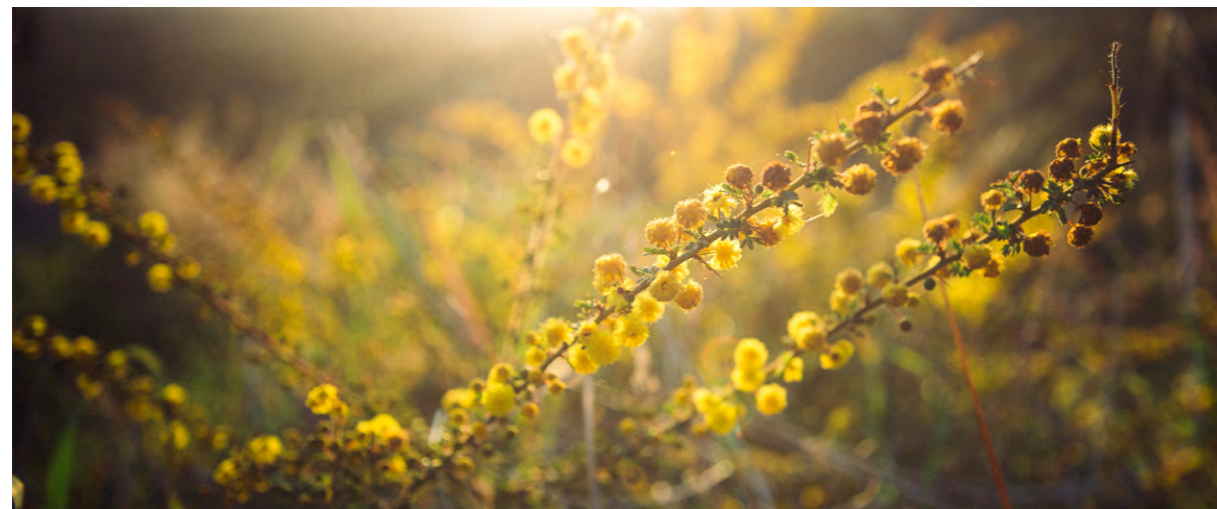
### Energy Consumption

AMG operates an embedded energy network supplying electricity to the majority of airport customers at Aeria Precinct. This investment in renewable energy at Aeria Precinct will see generated electricity feed into the embedded energy network, making it available to all precinct users. Camden Airport operates off grid supplied electricity. Opportunities to make this site more efficient and self-sufficient from an energy perspective will be investigated over the next two years.

AMG is installing EV charging stations across Aeria Precinct in response to the ongoing uptake in electric vehicles by our staff, customers and visitors. The first of these became operational in 2023.

### Energy efficiency

As AMG updates and upgrades owned hangars, public spaces and infrastructure, we are installing energy efficient lighting including LEDs and movement sensors. AMG has completed the upgrade to the runway lighting at Bankstown Airport to deliver new LED ground lights that are activated by a pilot on approach. Once activated by the pilot, the ground lighting remains on for 15 minutes only preventing lights remaining on overnight, significantly reducing energy consumption.



### Next Steps

AMG will now identify and categorise climate-related risks and opportunities. This will require use of a risk register and climate scenario analysis. Identification will inform our approach to how we inform and monitor climate-related issues relevant to our business.

Having measured our Scope 1 and 2 emissions, AMG will develop an emissions reduction plan in order to achieve our target of carbon neutrality by 2030 for Scope 1 and 2 emissions.

In defining our Scope 3 boundary, AMG will be developing a carbon offset strategy aligned with our net zero carbon target of 2050. We acknowledge that we will be required to purchase carbon credits to offset residual emissions which have no renewable alternative.

### Renewable energy

AMG has 4.3MW of solar currently being installed at Aeria Precinct during FY24. This is designed to produce in excess of 5.5GWh of renewable energy per annum resulting in an annual emissions reduction of over 5,025 tonnes CO<sub>2</sub>-e while powering 100% of AMG operations. Further investment in solar is set to deliver renewable energy over the short and medium term. We aim to supply 30% of the Aeria Precinct embedded energy network from renewables by 2030.

### Infrastructure ratings

AMG will continue to obtain 5 Star Green Star ratings for new eligible development projects and look further into other schemes including Infrastructure Sustainability Ratings for Infrastructure (non-buildings), Green Star Performance Ratings, and the Airports Carbon Accreditation Scheme.

Project Name	Design Rating	Rating Tool
NSW Police Airwing (built prior to our commitment to 5 Star)	4 Star	Design & As Built 1.2
Bankstown Airport North East Precinct	5 Star	Design & As Built 1.3
Bankstown Airport Site 510/521 (not eligible for 5 star)	4 Star	Design & As Built 1.3
Bankstown Airport Site 112 Refurbishment	5 Star	Interiors 1.3
Lot 1 Bankstown Airport	5 Star	Design & As Built 1.2
Lot 2 Bankstown Airport	5 Star	Design & As Built 1.3
Lot 3 Bankstown Airport	5 Star	Design & As Built 1.3
Lot 4a Bankstown Airport	5 Star	Design & As Built 1.3
Lot 4b Altitude Industrial Estate	5 Star	Design & As Built 1.3
Lot 4c Altitude Industrial Estate	5 Star	Design & As Built 1.3
343 Milperra Road	5 Star	Design & As Built 1.3

## 02 Biodiversity

Protect and restore natural environments and biodiversity

### Our Targets

#### 2.1 Restore and Regenerate

Support the natural environment to maintain and increase biodiversity at our precincts

#### 2.2 Track emerging disclosure frameworks

Track emerging disclosure frameworks and requirements relating to natural capital, including the Taskforce on Nature-related Financial Disclosures (TNFD)

#### 2.3 Water

Establish water consumption monitoring processes

#### 2.4 Waste

Establish waste generation, recovery and diversion monitoring processes

### Our Actions

#### Biodiversity

Ecosystems are essential to human survival, well-being and economic prosperity. The Australian Government's 2021 State of the Environment Report<sup>2</sup> indicates more than 1,900 Australian species and ecological communities are threatened or at risk of extinction, with this number set to rise over the next two decades.

#### Tree Planting

In FY23, AMG planted 130,623 trees and plants across Aeria Precinct with a further 204 native trees, 8,683 native shrubs, and 60,648 ground cover plants and grasses planned as part of the upgrade of the Tower Road major thoroughfare.

Greening Australia planted 700 trees at Camden Airport through a NSW Premier's Priority Project Scheme, and Camden Rotary planted 100 trees at the airport to celebrate the centenary of Rotary. As these trees mature, they

<sup>2</sup> <https://soe.dccceew.gov.au>

will absorb approximately 20 tonnes of CO<sub>2</sub> per annum and sequester over 133 tonnes of CO<sub>2</sub> per annum

Our airport precincts are host to a number of ecological sensitive areas, threatened species, and wildlife species. AMG invests in the increasing biodiversity found at our precincts.

### Aeria Precinct



#### Bankstown Airport

##### Ecologically Sensitive Area

The Deverall Park Bushland (Cooks River/ Castlereagh Ironbark Forest) is listed as an 'Endangered Ecological Community' under the NSW Biosecurity Conservation Act (BC Act). We undertake bush regeneration on a monthly basis at this site. This site is not subject to future development.

##### Threatened Species

*Hibbertia puberula subsp. glabrescens* is a small shrublet located in an isolated paddock in the Aviation Safety Zone. This is the only known location of this plant anywhere in the world. The plant is listed as 'Critically Endangered' under both the Commonwealth Environment Protection and Biodiversity Conservation Act (EPBC Act) and BC Act. This species is managed under an approved Species Management Plan and regular bush regeneration. Due to the critically endangered status of the species under the EPBC Act, all works in the vicinity of the species must be accessed for potential species impact.

*Hibbertia fumana* is a small shrublet located airside adjacent to the PolAir Facility. Bankstown Airport is one of two known locations of this plant anywhere in the world. The plant species is listed as 'Critically Endangered' under the BC Act. This species is managed under an approved Species Management Plan and regular bush regeneration. Due to the critically endangered status of the species under the BC Act, any works that may harm the species must be in accordance with the species management plan or under a NSW licence.

*Acacia pubescens* is a species of wattle endemic to the Bankstown area. The species is located along a surface drain adjacent to the Airport boundary in the north eastern area of the Airport and also located within Deverall Park. The species is listed as 'Vulnerable' species under both the EPBC Act and BC Act. There are no specific management actions for this species.

##### Feral Animals

There have been occasional sightings of foxes and rabbits. These have not posed issues for aviation safety.



#### Camden Airport

Camden Council supported by Camden Airport, University of Sydney, CSIRO Australian Tree Seed Centre and the Australian Botanic Gardens Mount Annan, planted over 500 new Camden White Gum trees in the Local Government Area.

##### Ecologically Sensitive Area

The Airport Riparian Zone (ARZ) contains approximately 54 ha of River-Flat Eucalypt Forest on Coastal Floodplains of the NSW North Coast, Sydney Basin and South-East Corner Bioregions (River-flat Eucalypt Forest EEC). This community is listed as an Endangered Ecological Community (EEC) under the BC Act, but is not listed under the EPBC Act. We undertake bush regeneration on a monthly basis at this site, progressively reducing the African Olive and various weed species to promote the growth of native species. The ARZ is subject to flooding but is not subject to development.

##### Threatened Species

There are 60 *Eucalyptus benthamii* (Camden White Gum) located in the ARZ. These trees are endemic to the Camden area and are listed as Vulnerable under the BC Act and the EPBC Act. Camden Airport is working with the NSW Department of Planning and Environment to plant more *Eucalyptus benthamii* in the ARZ to



increase population numbers. The planting of 250 additional *Eucalyptus benthamii* is planned with 100 tube stock currently being propagated for planting in March 2024 and a further 150 plants being available in 2026.

*Pomaderris brunnea* (Rufous Pomaderris) is a shrub which is listed as Vulnerable under the BC Act and Endangered under the EPBC Act. There are 16 Rufous Pomaderris individuals located in 4 fenced off plots to protect them from goats. Camden Airport is facilitating representatives from the Australian Botanical Gardens Mount Annan to take seed from the plants for future propagation.

#### Wildlife

Camden Airport has the second largest *Vombatus ursinus* (Bare-nosed Wombat) population in South West Sydney. Volunteers from the Camden Wombats Landcare, supported by Camden Airport have mapped more than 50 burrows. The mapping was conducted as part of a parasitic mite mange treatment program which is ongoing. AMG's support on this project has been critical to its success.

Other native wildlife at Camden Airport include *Wallabia bicolor* (swamp wallabies), *Macropus*

*giganteus* (eastern grey kangaroos), *Macropus robustus* (wallaroos), *Tachyglossus aculeatus* (echidnas), *Varanus varius* (lace monitors) and *Pseudonaja textilis* (brown snakes).

#### Feral Animals

*Lepus europaeus occidentalis* (Hares) and *Oryctolagus cuniculus* (Rabbits) have been identified as occupying the Camden Airport ARZ in limited numbers.

Wildlife cameras utilised for the wombat mange program have photographed the *Vulpes vulpes* (red fox) at Camden Airport in the past. Red foxes are an invasive predator that cause significant damage to livestock and the environment. Foxes are found in the Camden LGA where they predate wildlife and stock, scavenge food from urban areas and spread invasive species *Olea europaea subsp. cuspidata* (African Olive) and *Rubus fruticosus agg* (Blackberry) through consumption of their fruit. AMG participates in local fox control programs as they arise.

A local herd of *Capra aegagrus* (Goat) in the Camden area move between properties along the Nepean River and utilise the Water NSW fish weir to cross the river. Goats have on occasion moved through the airport fences airside but have generally been easily moved back to the ARZ. Programs to capture the goats have been unsuccessful to date.

#### Emerging Disclosure Frameworks

AMG is monitoring emerging disclosure frameworks and requirements relating to natural capital, including the Taskforce on Nature-related Financial Disclosures (TNFD). The framework for TNFD is currently being defined and AMG will consider reporting against this or any other relevant framework.

#### Water

A clean, safe and reliable water supply is key to our assets and portfolio, as well as customer operations. Our potable water is sourced from inland rivers and waterways. The Australian Bureau of Meteorology's 2020 State of the Climate report<sup>1</sup> projects that Australia will likely experience an increase in heat extremes, longer droughts and a continued decrease

in cool season rainfall, resulting in less water availability in coming decades. More reliance will need to be placed on climate resilient water sources such as desalination, recycling and stormwater capture, as well as more water efficiency.

Water consumption at Aeria Precinct was 94,026 kL in FY23.

Water consumption at Camden Airport was 1,718 kL in FY23.

#### Waste

Our transition to a circular economy is still in its early stages, but in FY23 AMG moved to a new office where waste source separation is being implemented along with the implementation of multiple waste services. As the new placemaking project continues, waste bins will be installed in common areas to separate public waste at its source.

AMG has collected data on its waste streams in order to set diversion from landfill targets.

## Next Steps

AMG will continue to invest in the ongoing biodiversity programs at our precincts and continue to work with our biodiversity partners in the NSW Department of Planning and Environment, Local Land Services, and Camden Wombats Landcare to create positive biodiversity impacts.

Our investment will include planting 200 Camden White Gums at Camden Airport over the next 4 years. This will help to restore the balance within our local ecosystem, to ensure our flora and fauna thrive.

#### Water

Having established baseline water usage at our airports, we will focus on the detection of leaks in our network and water efficiency measures.

#### Waste

Having established baseline waste consumption and identifying our waste streams, we will focus on waste reduction and landfill diversion measures.



<sup>1</sup> <http://www.bom.gov.au/state-of-the-climate>



## 03 Customer and Community Engagement

Engage and consult with stakeholders

### Our Targets

#### 3.1 Customer and Community Engagement

Maintain minimum satisfaction targets for annual customer and community engagement surveys

#### 3.2 Youth and Women in Aviation

Year-on-year improvement in work experience, youth engagement, and women in aviation

#### 3.3 First Nations Engagement

Engage and develop partnerships with local indigenous communities through investment and in-kind contributions

Development of a Reconciliation Action Plan by 2025

#### 3.4 Community Investment

Leverage a portion of our profits, space and our people's time to support our communities aligned with our CARE values

### Our Actions

#### Customer and Community engagement

Our business fosters rich relationships with Aware Super and customers to deliver mutual success. Our customers span the aviation, retail, industrial & logistics and social infrastructure areas. Many of these relationships are based on deep trust, where our expertise directly contributes to our customers' strategic advantages.

Our biggest success driver is our commitment to collaborating with each business to understand their challenges and opportunities. Working together this way informs how we create inclusive spaces for their culture, enable them to deliver engaging experiences, and undertake sustainability initiatives that align with our shared environmental aspirations.

Our customer partnerships are predicated on mutual success. We actively engage our customers to understand their business strategy and how we can work with them to provide long-term solutions.

We are focused on placemaking and creating exceptional workplace experiences that engage with our customers and communities. We have upgraded our entry statements, have delivered a new onsite cafe at Aeria Precinct, and are building a cycleway and footpath along Tower Road, a major thoroughfare, at Aeria Precinct to connect the community and provide convenience.

AMG hosts Community Aviation Consultation Groups (CACGs) which are a mechanism to ensure appropriate community engagement on airport planning and operations. They enable AMG, residents, local authorities, airport users, departmental and regulatory representatives and other interested parties to exchange information on issues relating to airport operations and their impacts. Held three times per year at Bankstown Airport and twice per year at Camden Airport, the CACG meetings provide a rich insight into airport projects, future development, aviation operations, aircraft noise, updates on the airspace impacts of Western Sydney International Airport, the environment, and community. Presentations are also delivered by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, and Airservices Australia.

AMG staff supported the Share the Dignity #ItsInTheBag annual campaign where we packed bags filled with essential items, to donate to someone in need for Christmas. Share the Dignity is a women's charity in Australia, that works to make a real difference in the lives of those experiencing homelessness, fleeing domestic violence, or doing it tough.

Our team are keen to connect with our customers and learn more about their businesses at the airport precinct, so that we can best support them. AMG has introduced a 'meet our customer' program where we visit our customers, learn about their business and understand the ways that we can better partner together.

The AMG team visited NSW Police Aviation (PoAir) at Bankstown Airport. The visit enabled the team to see this new facility in operation and the great work our emergency services do for our community. The CEO of Little Wings shared her insights into the extraordinary service that the not for profit organisation provides to children in regional and remote areas who require medical care not available to them in their home locations.



AMG also visited AirMed Australia at Bankstown Airport; the home of their vital patient transport service which they deliver by ground and air across Australia. We learned what goes on behind the scenes of their aeromedical service. From transferring patients, pathology tests and organs across the country; their experienced team of pilots and nurses provide an invaluable service to our community and beyond.

Championing our everyday heroes, Padstow Rotary hosted an event to celebrate the critical work our emergency services provide for our local communities, within the aviation industry. This was proudly sponsored by AMG. We are proud to be able to provide our support and recognition for our critical care leaders.

AMG attended the annual Australian Airports Association National Conference and Industry Expo in Adelaide. The theme for 2022 was 'Connecting the Future — with our community, the travelling public and our peers'. AMG presented on the value of Future Proofing Bankstown Airport and our vision to build the ultimate gateway through strategic developments, close collaboration with the aviation industry, all levels of government and the local community.

AMG supported the Canterbury Bankstown Chamber of Commerce 2022 Annual Gala Dinner as the platinum sponsor. We are proud to contribute to the growing opportunities in the Canterbury Bankstown region for local businesses and operators as they continue to build, flourish and thrive.



## Youth and Women in Aviation

At AMG, we believe in supporting the next generation to aspire for the future and achieve their goals. Our airports are hubs for flying schools that train the next generation of pilots, as well as aviation workshops, aircraft maintenance operations and construction sites that train apprentices. AMG has historically supported school work experience students, providing a week long immersive experience in multiple facets of airport operations.

KPI	Response
Number of work experience individuals each year (Nb)	There were 5 work experience students in 2022

AMG seeks to employ people at all stages of their career. As the team is relatively small with a low voluntary staff turnover, there are not many opportunities for early career employment. In 2022 we were able to employ one early career staff member in our legal department. There were no early career hires in FY23.

KPI	Response
Number of early career hire at AMG (Nb)	One early career hire

AMG supported an initiative from the team at Mentoring Women, championing Women in Aviation 2023, providing mentoring for the next generation of women within the aviation industry. AMG People and Culture Manager Kate Benchoam was nominated as a mentor as part of this valuable program. We were honoured to host the graduation ceremony at Aeria Precinct and commemorate the exceptional efforts in providing women across NSW with a pathway to career success in aviation. AMG is proud to support the learning, mentoring, and networking opportunities delivered by the fantastic team behind Mentoring Women in Aviation.

The support of youth and women in aviation extends outside of work with one of our aviation team being a mentor in the Women in Aviation International (WAI) Australian Chapter Mentoring Program, is an active supporter of Air League, and administers a family scholarship to assist a young cadets as they start flying. They also assist in the TAFE Yes Program that helps students identify career pathways through vocational tasters in industry, and is an industry mentor in the Liverpool Boys High Big Picture Program.

AMG hosted the Moorebank Air League at Bankstown Airport Passenger Terminal for their award presentation to recognise the outstanding efforts and achievements of their aspiring cadets throughout 2022 and their commitment to excellence and passion for aviation.

We celebrated the successes of the Australian Air Force Cadets at the 303 Squadron Awards 2022, at the AAFC Camden Facility based at Camden Airport. The day began with a parade of 85 cadets reviewed by Air Commodore, Craig Heap, Director General Cadets, followed by an awards presentation to recognise the success of the cadets. This was 303 Squadron's first parade in 3 years due to the Covid pandemic, a great celebration after so many years of this event not being able to occur. AMG was thrilled to host such a spectacular showcase of achievements within our aviation community.

## First Nations Engagement

AMG supports the Uluru Statement from the Heart. It is important that our people and business pay respect to the Traditional Owners of the land by honouring the past as well as looking to the future. We want to take the time to listen and learn from different perspectives and to better collaborate with First Nations peoples. To this end, we have three key objectives:

- Build sustainable relationships with First Nations organisations across our business and our customers based on mutual benefit and trust
- Recognise and include First Nations peoples, culture and future in our shared spaces and communities.
- Advocate for First Nations peoples in the aviation industry

We have incorporated a Welcome to Country or an Acknowledgment of Country at public or customer meetings and forums. While only a small change at the beginning of a gathering, it is a powerful act to start closing the gap with our First Nations peoples.

AMG is actively looking at opportunities to engage with First Nations peoples to build their participation in the aviation industry.

AMG staff participated in a four hour Indigenous Awareness workshop hosted by Mirri Mirri.

AMG celebrated NAIDOC Week in FY23 with a BBQ and presentation on the meaning of the week and recognising the need to close the gap.

## Community Investment

AMG supports several aviation charitable organisations located at our precincts via a combination of rent relief, reduced landing fees, sponsorship and payment in kind.

AMG hosted the Biggest Morning Tea at Bankstown Airport Passenger Terminal to raise vital funds for cancer research and support services. AMG matched every dollar contributed by staff.

AMG is proud to have sponsored the Little Wings entry to the Annual Charity Drive Day hosted by Mammoth Projects Pty Ltd. All funds raised on the day went directly to support the

amazing work of Little Wings. Betty the Car helped to fund 56 life-changing missions to support seriously ill children across regional and rural NSW, Queensland and the ACT.

The Aeria Precinct community participated in the Little Wings Return and Earn program. Fifteen local organisations have joined the recycling initiative including local schools, local businesses and councils. During FY23 the program resulted in 55,000 units recycled, funding five Little Wings missions.

AMG was proud to participate in the first Camden Cruise, in support of the incredible work of Camp Quality. The cruise began at Camden Airport and travelled to Camden's Onslow Oval, in a convoy of luxury, vintage and unique vehicles, to help raise funds for children impacted by cancer. AMG entered a 1938 Hot Rod in the cruise. AMG matched dollar for dollar donations from staff, and the customers of Camden Airport and Aeria Precinct to the value of \$2000.

## Next Steps

### First Nations Engagement

AMG committed seed funding to Australian Indigenous Aviation Foundation, as part of the development of an initiative to support the training of Indigenous pilots.

FY24 will see us develop meaningful KPIs around our First Nations engagement in conjunction with the development of a 'Reflect' Reconciliation Action Plan.

### Reconciliation Action Plan

During FY24, AMG will commence drafting a 'Reflect' Reconciliation Action Plan (RAP). Committing to a Reflect RAP means scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, deciding on our vision for reconciliation and exploring our sphere of influence.

### Community Investment

AMG will continue to support local organisations. AMG is in discussion with one of our charity customers seeking to sponsor a new aircraft meeting the operational expenses for the next three years.



## 04 Health and Wellbeing

Build an engaged and diverse workplace

### Our Targets

#### 4.1 Health and safety

Achieve year-on-year improvement in hazard reporting. Achieve zero fatalities (AMG)

#### 4.2 Safety training and Inspections

Increase in Hazard Reporting  
 Deliver safety training to employees  
 Safety Inspections on critical infrastructure  
 Safety Inspections implemented on major projects

#### 4.3 Mental health and wellbeing

Deliver mental health and wellbeing training to employees biannually

#### 4.4 Talent Retention and Attraction

Employer of choice through improving baseline targets on employee support, training, and remuneration programs

#### 4.5 Equal opportunities

Deliver equal opportunity and anti-discrimination training to employees biannually

#### 4.6 Workplace harassment and bullying

Achieve and maintain zero incidents of discrimination and harassment

#### 4.7 Diversity and Inclusion

Diversity and Inclusion awareness and events biannually

### Our Actions

#### Health and safety

Maintaining the highest standards of health and safety for employees, contractors, customers and suppliers, as well as the wider public that interacts with our precincts, is a fundamental responsibility of our organisation. We have implemented effective work health and safety management systems, to identify and mitigate work-related hazards to achieve this.

Our work is never so urgent nor important that we can't take the time to do it safely. We have commenced the implementation of our new Safety Management Standard (SMS) that will provide the necessary resources, leadership and accountability to manage the health, safety and well-being of our people and stakeholders.

We recognise that a strong safety culture plays a vital role in improving safety performance. To make sure we all work safely at our precincts and everyone goes home safe and well, we encourage everyone at AMG to report all hazards, near misses and incidents. We have updated our incident reporting system from

AVCRM to Beakon, which permits greater granularity and reporting and is linked to our company risk register.

This supports a culture of transparency and improves our understanding of potential risks on site, allowing us to take preventative action and avoid safety incidents.

During the year we have updated systems and processes that make up the SMS, so systems are easier to use and meet the latest regulatory requirements. Our SMS covers aviation safety, work health and safety, wellbeing, emergency, and safety training and applies to all workers at AMG including employees, contractors, and in-house consultants.

We continued to focus on improving the safety performance of our contractors and service providers. This year, we reviewed our Contractor Guidelines and continued to provide frontline supervision and audits of high risk works across our precincts. Lessons learned through these processes are shared with contractors to drive best practice performance.

Improvements were also made to the Authority to Commence Work (ATCW) process to drive improved contractor safety outcomes.

KPI	Response
Total number of injuries	2
Staff/visitors injuries (first aid and medical treatment injuries)	2 (1 First Aid, 1 Lost Time Injury)
Contractor injuries (first aid and medical treatment injuries)	0
Total number of safety fines and prosecutions	Nil
Total number of safety fines and prosecutions include all fines and prosecutions issued to AMG within the reporting period	Nil

*Total number of injuries includes any kind of injuries that occur on site under AMG operational control, including injuries to AMG personnel, visitors and contractors. An injury is classified as an incident resulting in hurt, damage or loss to an individual, and may require first aid or treatment, e.g. medication. The Lost Time Injury recorded was minor.*

*Aircraft are not under AMG operational control so aircraft incidents are not recorded in our statistics. AMG acknowledges the aircraft incident at Bankstown Airport in March 2023. The Pilot sadly passed away later in hospital.*

The reporting hazards is a key lead safety indicator as it can be a forecaster of potential future incidents. Therefore the close out of hazards is critical in reducing future incidents.

KPI	Response
Total number of hazards raised	35
Total number of hazards closed out	33
Percentage of hazards closed out in FY23	94%

### Safety training and Inspections

Training is important in critical environments such as aviation to maintain competency and currency. Of AMG's full time aviation staff, all had completed various training modules to maintain currency in:

- Drug and Alcohol Management Plan
- Wildlife Hazard Management
- Cardiopulmonary resuscitation (CPR) refresher
- First Aid Refresher
- Fire Extinguisher
- Aerodrome Reporting Officer
- Work Safety Officer



AMG rolled out a new risk and incident reporting system (Beakon). All staff were invited to complete training.

KPI	Response
Percentage of employees that have completed safety training for each employee group (Aviation or all employees) (%)	100% of aviation staff completed training
	100% of staff overall completed safety training
Average number of safety training hours per employee (Nb)	A total of 97 hours was completed by the Aviation team with an average of 10.8 hours per team member
	A total of 15.75 hours was completed by staff overall (excluding aviation training) with an average of 0.5 hours per person

AMG will work to develop and improve the engagement with safety training.

KPI	Response
Number of safety walks and talks	20 site walks have been completed with key tenants
Number of planned workplace inspections completed	All electrical infrastructure on the embedded network inspected (152 pillar boxes and biannual inspections of 42 substations)

AMG has implemented a Project Safety Strategy. The strategy sets out the plan for the management and development of safety and risk within each project. The strategy outlines the project commitment to providing a healthy and safe workplace and environment for all AMG staff, customers and contractors, with a commitment to WHS legislative compliance and risk management.

A component of the Project Safety Strategy are independent systems audits of principal contractor's safety systems and processes, and audits of their workers' compliance with the system. The results of these assurance measures are reported to our Board.

### Mental health and wellbeing

The mental health and wellbeing of our employees is important to ensure our work environment remains flexible and accommodating for all our people.

AMG is a strong supporter of RUOK day where we invite a speaker and host morning tea for AMG staff and airport customers.

KPI	Response
Percentage of employees that have completed mental health and wellbeing courses, initiatives or programs (%)	100% of staff have either attended an event or completed training
Average number of mental health and wellbeing training hours per employee (Nb)	Over 100 hours was completed by staff overall with an average of 4 hours per person

During FY23, 4 staff members have completed a Mental Health First Aid Course in order to support our staff if required.

AMG continues to engage Converge International as our Employee Assistance Program provider.

### Talent Retention and Attraction

AMG is proud to have created an environment where people genuinely want to work. Key to our business strategy is creating a culture and working environment that enables our people to feel fulfilled in their roles. Our approach is underpinned by values-driven leadership, self-awareness, accountability, flexibility and choice. Continued strong employee engagement is evident through our annual staff engagement survey. It is used to measure our culture and engagement and provides us with deeper insight into the structures, systems and capabilities that influence the way we work. These insights are reported and monitored by the Board, as well as cascaded into the business via our Executive Leadership Team. Key areas for improvement and opportunities to leverage are built into annual Balanced Scorecards. The percentage of staff who responded favourably to each topic increased (Overall March 2023) over the 2022 survey for all topics other than environmental which noted a 10 percent decrease in engagement. This was associated with the wording of the question. AMG staff responded positively against the Australian norm in the majority of topic areas with Leadership scoring 17 percent higher than the norm.



KPI	Response
Staff engagement survey response rate (%)	94% of staff completed the engagement survey

	Total Favourable Score	Overall Mar 2023 (33)	Australia Norm (114,198)
Communication	81	6	9
Customer Focus	82	20	0
Diversity and Inclusion	86	11	6
Efficiency	81	15	10
Empowerment	92	12	8
Environmental	87	-10	n/a
Ethics	89	7	n/a
Goals and Objectives	95	6	6
Innovation	77	14	8
Leadership	89	12	17*
Learning and Development	69	12	2
Pay	56	2	5
Performance Management	83	4	6
Purpose	85	3	3
Safety and Workplace Conditions	90	9	10
Sustainable Engagement	84	8	3
Teamwork	86	8	3
Values	92	10	4
Well-being	92	9	8
Workload and Flexibility	89	5	15

\* stand out against Australian Norm

AMG has a group of employees known as the 'Culture Club'. They organise events based upon monthly themes, seek to increase staff engagement, and deliver initiatives to increase staff morale. Initiatives include:

- Developing our CARE Values (Customer-centric, Aware, Responsible & Safe, Engaging)
- CARE values video
- Ramadan Awareness
- World Environment Day
- Luna New Year
- World Food Day

The Chat that Matters.

This is a one-on-one informal chat with your manager on projects, headspace, development goals, and performance.

AMG has a series of programs and initiatives to attract talent and retain staff. These include:

- flexible working arrangements
- Aeria Days (5 days additional leave subject to conditions)
- Employee Assistance Program (EAP)
- annual flu shots
- annual skin checks
- mental health and wellbeing sessions offered through our EAP
- regular social and cultural activities for our team to connect, grow and play
- salary sacrifice superannuation
- novated leases
- tuition support
- professional registrations, memberships and subscriptions
- wellbeing allowance.



### Equal opportunities

We recognise the value diversity brings to our business, our customers and our community. We believe in creating a workplace that is safe and inclusive so every team member feels like they belong and can be their best self.

AMG has an Anti-Discrimination & Equal Employment Opportunity Policy with the policy being provided to all employees on engagement. It has been identified that refresher training should be provided to all staff on a regular basis. AMG has engaged Safetrac to develop online refresher training on several topics.

KPI	Response
Percentage of employees trained in anti-discrimination and equal opportunity and (%)	100% of staff completed a SafeTrac module
Average number of equal opportunity and anti-discrimination training hours completed per employee (Nb)	45 minutes

### Workplace harassment and bullying

Our priority is to be a people-centric organisation where all employees have a sense of purpose, responsibility and empowerment in a safe environment free of harassment. We continue to live our CARE values of Customer Centric, Aware, Responsible & Safe, and Engaging, to assist in creating an environment where everyone feels comfortable to speak up.

Our organisation committed to improving the psychological safety and wellbeing of our employees through collegiality, feedback and everyday respect. This will remain a focus for the coming years.

KPI	Response
Total number of discrimination and harassment incidents (Nb)	NIL

### Diversity and Inclusion

The AMG team celebrated Global Diversity Awareness month World Food Day. Global Diversity Awareness recognises and celebrates our cultural differences, diversity of mind and beliefs, and builds connection through greater appreciation of our backgrounds, experiences and individuality. The theme for World Food Day was to Leave NO ONE behind – raising awareness of issues behind poverty and hunger and encouraging people to take action. Colleagues showed off their culinary talents, and brought in dishes to share, representing their own or other’s cultures.

Gender equity at AMG is about enabling all team members to access and enjoy equal rewards, resources and opportunities regardless of gender. As FY22 concluded, women constituted 20% of our senior leadership, 25% of Board members and 19% across the organisation.

### Next Steps

#### Health and safety

AMG will continue to monitor and report on injury statistics.

#### Safety training and Inspections

We have commenced online safety training modules delivered through SafeTrac. AMG will continue to support Aviation Safety Week.

In reviewing our safety management system we determined that scheduled workplace inspections should become a part of our safety DNA. As safety is everyone’s responsibility, staff at all levels will be taking part in a new audit and assurance framework that includes safety walks and planned workplace inspections.

#### Mental health and wellbeing

AMG will continue to retain Converge International to provide 24/7 confidential counselling and resources along with the regular wellbeing training sessions.

#### Talent retention and attraction

Talent retention and attraction is an important aspect of our business. We will continue to explore opportunities to ensure AMG is a great place to work.





# 05 Safety and Environmental Management

Ensure safe and environmentally compliant precincts

## Our Targets

### 5.1 Aviation safety performance

Achieve compliance with the Aerodrome Operations Manuals

### 5.2 Incident and crisis management

Deliver incident management training to employees biannually

### 5.3 Noise pollution

Implement the Fly Neighbourly Procedure to foster positive relationships between the community, aviation operators and AMG.

Continue to meet regulatory compliance requirements for ground aircraft noise complaints and non-aviation ground complaints

### 5.4 Fines and prosecutions

Achieve and maintain zero environmental fines and prosecutions

### 5.5 Environmental incidents

Achieve and maintain zero significant environmental incidents

## Our Actions

### Aviation safety performance

With complex business operations, we are committed to maintaining complaint and safe airport operations. Every day, our team is out on the airfield enforcing safe behaviours. Targeted enforcement of airside rules is also conducted to ensure compliance, engage airport users on safe behaviours, and check and monitor aviation risks such as birds and wildlife.

During FY23, our Airport Aerodrome Reporting Officers (ARO) recorded more than 8700 hours of monitoring and targeted enforcement of aviation safety on the airfields of Bankstown Airport and Camden Airport.

We continued to work with stakeholders in the management of Foreign Object Debris (FOD), including building understanding of the links between this work and ensuring aviation safety at Bankstown Airport and Camden Airport.

During FY23, we completed a comprehensive review and update of our Aerodrome Operating Manual (AOM) and Safety Management System (SMS) to align both with the revised Civil Aviation Safety Authority (CASA) Manual of Standards (Part 139) (MOS).

Integral to airport safety at both Bankstown Airport and Camden Airport is our Safety Management System (SMS) Committee, which serves as a forum to discuss safety issues and enhance our aviation safety. This committee includes representatives from aviation operators at Bankstown Airport including PolAir, Toll Ambulance, Coulson Aviation, CareFlight, Little Wings, CASA, Airservices Australia and flying schools.

The newly formed Camden Airport SMS Committee includes all aviation organisations based at Camden Airport including Airservices Australia and CASA.

CASA's MOS was updated to align Australian standards with International Civil Aviation Organisation (ICAO) standards and incorporate changes to improve its application in local airport operating environments.

Birds and other wildlife are the highest risks to aerodrome safety and therefore a key indicator for aviation safety performance. A Wildlife Hazard Management Plan (WHMP) is in place to identify the risk from birds and as a recording tool to identify trends in bird sightings and bird strikes. Compliance against the WHMP is achieved through daily inspections. If wildlife are recorded during a daily serviceability check, a separate Wildlife Observation Report is completed.

The ARO's complete two daily airside inspections at Bankstown Airport and one daily inspection at Camden Airport with the Daily Serviceability Report and Wildlife Observation Report entered into the aviation reporting tool AVCRM.

The WHMP is monitored for trends on a minimum quarterly basis, updated annually, and reviewed by an aviation ecologist triannually who updates the WHMP, assesses wildlife risk and provides a review of the management strategies specific to at-risk species.

KPI	Response
Conduct daily airside inspections (requirements outlined in the Wildlife Hazard Management Plan [WHMP])	Aeria Precinct and Camden Airport are both compliant with the Wildlife Hazard Management Plan
Conduct airside safety inspections in accordance with the Aerodrome Operations Manuals	Aeria Precinct and Camden Airport are both compliant with the Aerodrome Operations Manuals

AMG is a strong supporter of Airport Safety Week. This annual safety campaign is an industry wide initiative by the Australian Airports Association and New Zealand Airports Association, designed to promote safety awareness throughout aerodromes and their communities. The Airport Safety Week theme was 'Lifting the Lid on Safety'. The team heard from industry speakers on 'Doing Safety Stuff Well', a Paralympian telling their story having become paraplegic after a workplace accident,

and a pilot from Toll Aviation's ACE Training Centre at Bankstown Airport on the importance of Human Factors including situational awareness, distraction and communication. It is important to ensure that pilots and air traffic control are well trained in these key areas and safety initiatives are in place to minimise human error and optimise safety at the aerodromes.

### Incident and crisis management

AMG has both airside and landside emergency plans. Emergency preparedness and focused training are essential for the efficient and effective management of any emergency. The principal function of emergency management plans is to ensure the safe movement and protection of airport occupants

AMG is a member of the Canterbury Bankstown Local Emergency Management Committee (LEMC) and Camden LEMC. The Committees also consist of members from local council, senior representatives of each emergency services organisation operating in the local government area and representatives of each organisation that provides services in an emergency functional area. LEMCs are responsible for the preparation and review of plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the local government area for which it is constituted.

KPI	Response
Percentage of employees that have completed incident and crisis management training (%)	100% of staff completed a three hour session on the new Landside Emergency Management Plan in 2022 on employment commencement.
Average number of incident and crisis management training hours completed per employee (Nb)	4 hours training was completed for the two representatives on the Bankstown LEMC for an Aircraft Incident Exercise

### Noise pollution and non-aviation ground complaints

Airservices Australia is responsible for airborne aircraft noise queries and complaints. Data from the Airservices Australia website notes that 335 complainants recorded noise complaints attributed to aircraft associated with Bankstown Airport and 18 complainants for aircraft from Camden Airport. The majority of complaints are from suburbs close to the airports with Revesby and Panania impacted near Bankstown Airport, and Camden, Cobbitty and Ellis Lane at Camden Airport. Complaints are centred around training circuits, helicopter movements, night movements, and other general aviation activity.

Thirty aviation complaints were received directly to the AMG office. The majority were related to helicopter winching operations on the western grass at Bankstown Airport. Where complaints are raised with the AMG office our staff engage with the operator in an attempt to better understand the operations in questions and to minimise future complaints where possible.



Bankstown Airport received two complaints regarding aircraft fuel odours but was unable to determine the source of this potential issue. It was likely resulting from engine ground running using Jet A1 fuel.

KPI	Response
Total number of Ground aircraft noise complaints (Nb)	There were zero ground based aircraft noise complaints at either airport
Total number of aviation complaints (Nb) (AMG responsibility)	There were two aviation odour complaints at Bankstown
Total number of non-aviation complaints (Nb)	There were zero non-aviation complaints at either airport precinct

### Fines and prosecutions

KPI	Response
Total number of environmental fines and prosecutions (Nb)	There were zero environmental fines and prosecutions
Total value of environmental fines and prosecution (\$)	Nil

### Environmental incidents

Our risk-based approach to environmental management is detailed in the Bankstown Airport Environment Strategy (AES) 2019-2024 and Camden Airport Environmental Strategy (AES) 2020-2028 which can be found on our website. During FY23 we continued to strengthen and drive improved environmental management. Our AS/NZ ISO14001 aligned environmental management system (EMS) guides our response to environmental risk and drives us to achieve a high standard of environmental management, our EMS was updated, and training continues to be rolled out to all new staff on commencement.

There were five minor environmental incidents reported at the Aeria Precinct. Each incident was contained locally and there was no ongoing environmental impact.

Our customer audit program continued in 2023, focused on medium and high risk tenants, as outlined in the Airport Environmental Strategies. We continued to implement actions to strengthen the customer audit process and facilitate improved customer response during the year.

These measures, our mechanisms to report incidents, and our no blame culture encourage the reporting of hazards, incidents and near misses.

KPI	Response
Total number of significant environmental incidents (Nb)	Nil. There were no significant environmental incidents in FY23
Total number of large spills (>50L)	Nil

## Other compliance activities

### Per-and polyfluoroalkyl substances (PFAS)

AMG commissioned a Human Health and Environmental Risk Assessment to review current datasets and provide an independent risk assessment of PFAS at Bankstown Airport and Camden Airport. These these assessments reported both airports to be low risk environments.

AMG continued to work collaboratively with Department of Infrastructure, Transport, Regional Development, Communications and the Arts regarding PFAS during FY23.

Bankstown Airport is participating in the Department's PFAS Pilot Investigation Program. A Preliminary Site Investigation has been completed. A Detailed Site Investigation will commence during FY24.

## Next Steps

### Aviation safety performance

AMG will continue to monitor and report on our aviation compliance, continue to support Airport Safety Week, and invest in safety at our airport precincts.

### Incident and crisis management

Revised Landside Emergency Plans are currently in draft. On completion, all staff will have training on the requirements of the plans.

### Noise pollution and non-aviation ground complaints

AMG will continue to monitor and engage with airport users to reduce noise impacts from aircraft operations.

### Per-and polyfluoroalkyl substances (PFAS)

Camden Airport will be participating in Tranche 2 of the Department's PFAS Investigation Program. A Preliminary Site Investigation will commence in FY24.



## 06 Governance

An ethical, sustainable and secure business

### Our Targets

#### 6.1 Cyber Security and Privacy

Maintain secure IT systems that protect against data and information breaches

#### 6.2 Technological Innovation and Disruption

Stay up to date of disruptive technologies and be ready to implement support for their growth

#### 6.3 Governance and Ethics

Maintain the highest standards of ethics, integrity and behaviour

#### 6.4 Sustainable Procurement

Procure sustainably and ethically delivered services, products and materials

### Our Actions

#### Cyber Security and Privacy

Throughout FY23, we witnessed the detrimental impacts that cyber incidents had on major organisations. As such, cyber security has been a significant focus as an enterprise business risk. AMG fosters innovation across all aspects of our operations including technology. We leverage our diversity of expertise, knowledge sharing and collaboration. At the same time we need to exercise care and due diligence, so we digitalise responsibly, ethically and sustainably and in a way that safeguards privacy. Protecting information is a whole of business responsibility.

In order to protect information, AMG has implemented Enforced Multi Factor Authentication, and Employee Awareness Training and Reporting (Phriendly Phishing). These changes along with other ICT initiatives have resulted in our Microsoft Secure Score increasing from 68.36% in May 2023 to a present score of 81.10%. The Microsoft Secure



is a score relating to data security and privacy within our tenancy within our Microsoft Platform. Businesses above 80% are separating themselves from their competition in terms of their protection stance.

An Incident Response Plan and Incident Response Playbook have been drafted, and are ready for approval and testing when the AMG Business Continuity Plan is finalised. During FY23, there were no known data breaches.

### Technological Innovation and Disruption

AMG is aware that the transition of aviation to renewables will create a market for disruptive technologies. AMG is cognisant of industry initiatives such as Sustainable Aviation Fuels (introduction within 10 Years), and Hydrogen fuelled planes (introduction within 15 years). These technologies along with Electronic Vertical Take-off and Landing (eVTOL) aircraft and drones will see the future of aviation transition from non-renewable energy sources and new directions in the aviation industry.

Bankstown Airport is home to the trial and testing of an emerging and leading eVTOL air ambulance, Vertia. Crafted by our customer AMSL Aero, in partnership with CareFlight, Vertia is designed to alleviate rural and regional healthcare inequality and save lives by offering new models of rapid care.

FlyOnE Sustainable Aviation alongside host Sydney Flying Academy, held an open day at Bankstown Airport where the Pipistrel Alpha Electro was on display. This demonstrated the reduced noise of electric aircraft and the future direction of aviation.

AMG is looking ahead now to be ready to implement support for the growth of these technologies. The move to battery technology will require additional energy feed sources and infrastructure for airside charging. We are ensuring that the existing embedded energy network has sufficient latent capacity to support this growth. With the likelihood that battery powered aircraft will have broader wingspans to support the additional aircraft weights, we are factoring wider hangar door openings into new hangar concept designs.

### Governance and Ethics

Our business decisions are guided by our policies addressing anti-discrimination & equal employment opportunity, whistleblower, antibribery & anti-corruption, work health and safety, and workplace anti-bullying. We enact these policies through our Code of Conduct.

Our culture sees us embrace ethical practices and comply with relevant regulations. We aim to be fully accountable and transparent around any business transgression that may occur. A whistleblower policy reporting mechanism has been developed to support this outcome. We are committed to protecting and respecting the rights of anyone who makes a report based on reasonable grounds, ensuring they are treated fairly and do not experience any disadvantage. We will not tolerate anyone being discouraged from speaking up or being adversely affected because they have reported misconduct.

In FY23 we did not receive any whistleblower reports, which can be made via be made via the AMG website or whistleblowing@aeria.co

### Sustainable Procurement

AMG adheres to recognised industry standards and guidelines, such as ISO 20400:2017 Sustainable Procurement – Guidance. Our procurement practices align with applicable laws and regulations, environmental standards, and ethical codes of conduct. We consider the entire life cycle of products and services in our procurement decisions. This includes assessing the environmental, social, and economic aspects from sourcing to disposal, with a focus on minimising negative impacts and maximising positive contributions.

Through actively engaging with suppliers we are able to foster sustainable practices throughout our supply chain. We encourage open communication, knowledge sharing, and collaboration to drive continuous improvement in sustainability performance.

We are establishing key performance indicators (KPIs) to track and evaluate our sustainable procurement efforts. Regular reporting and transparency are vital to monitor progress, identify areas for improvement, and communicate our achievements to stakeholders.

AMG aims to minimise the environmental footprint of our procurement activities. This involves selecting and procuring products and services that have a lesser impact on the environment throughout their lifecycle, from sourcing to disposal. We prioritise resource efficiency, waste reduction, and the use of renewable or recycled materials.

Our goal is to foster fair and ethical practices, promote diversity and inclusion, and create opportunities for disadvantaged groups. We strive to support suppliers that uphold labour rights, provide safe working conditions, and demonstrate responsible business practices.

AMG understands the significance of economic sustainability in procurement. We seek suppliers who offer competitive pricing while adhering to our sustainable procurement principles. We strive to build long-term relationships with suppliers that share our commitment to sustainability, innovation, and continuous improvement.

AMG is committed to upholding universal principles on human rights, labour, environment and anti-corruption and we have a requirement for all our business partners to do likewise.

In FY23, we reviewed our standard agreements, processes and guidelines to integrate our actions on human rights and modern slavery.

## Next Steps

### Cyber Security and Privacy

The next phase of our Cyber Security improvement journey is implementing a Security Monitoring Platform to ensure all cybersecurity incidents are detected and investigated, and that an Incident Response is planned and executed in a timely manner. This is scheduled to be live by October 2023.

An Information Security Policy suite will be created over the course of FY24 – this will include a Data Classification Policy, and Data Protection and Retention Policy. This is being completed in conjunction with our Document Management Project which is scheduled for completion by December 2023.

### Governance and Ethics

AMG will continue to roll out training modules to new staff and refresher training to existing staff.

### Sustainable Procurement

While AMG is cognisant of human rights, labour, environment and anti-corruption, we are formalising our position with an Anti- Modern Slavery and Human Trafficking Policy which will be completed in FY24.



AMSL Aero's Vertia VTOL aircraft

# Appendix - Stakeholder Engagement

AMG adopts an open and collaborative approach to engaging our stakeholders so that we understand their needs and aspirations. This enables us to manage our portfolio appropriately and responsibly. We focus on the issues most important to our customers, community and stakeholders. The extent and nature of our engagement is guided by the stakeholder's involvement in our business, strategy and sustainability performance – and our impacts and opportunities.

## Who we Engage

Employees	Customers	Community	Investor
<b>How we Engage</b>			
Regular employee gatherings and communication Annual employee engagement survey Face-to-face briefings and workshops Programs to address issues material to employees A mechanism for employees to report any concerns or issues Training on governance, conduct, diversity and inclusion, safety, and ESG The 'chat that matters'	Undertaking deep dive customer sessions and portfolio reviews Conducting annual tenant customer satisfaction survey Seeking feedback throughout the customer lifecycle Partnering with customers to achieve their ESG goals and solve key issues Placemaking workshops Direct day-to-day contact, including via our facilities management team	Employee volunteering Support to community organisations Partnering with social enterprises focused on aviation Sponsorship opportunities and partnerships Employee fundraising events Workplace giving Community investment Community Aviation Consultation Groups Leveraging our facilities for community events	Investor briefings and financial results Board Meetings Boards reporting to Aware Super Alignment of policies Annual Strategy and Business Plan endorsement
<b>What we focus on</b>			
Co-creating a culture that drives engagement and innovation Building capabilities for the future Leveraging our operating model to unlock potential Fostering connection and collaboration Attracting and developing talent that represents our diverse customer base and communities	Understanding customer business strategies and how we can support them Satisfaction levels Enhancing customer experience Regular communication and briefings, including information reference points	Maximising the social impact of our community initiatives Engaging the community within our precincts	Receiving Aware Super input on our material topics Engaging Aware Super for input on our business and sustainability strategies Clarity of objectives – financial and non-financial Performance measurement and review

Suppliers	Government & Industry	First Nations
Meetings, reporting and project updates Requiring suppliers to abide by our Contractor Handbook Clarity of operational procedure and compliance requirements	Regular meetings to discuss community needs MoU with City of Canterbury Bankstown Active engagement with industry groups: <ul style="list-style-type: none"> <li>• Canterbury Bankstown Chamber of Commerce</li> <li>• Canterbury Bankstown Council Floodplain Management Committee</li> <li>• Canterbury Bankstown Council Local Emergency Management Committee</li> <li>• Camden Council Local Emergency Management Committee</li> </ul>	Acknowledging Traditional Custodians and First Nations people Connecting with stakeholders on First Nations inclusion Activities to increase awareness of First Nations people and the community
ESG standards Supplier compliance Supplier pre-qualification via Cm3 Contractor safety monitoring and performance	Facilitating solutions to issues facing the aviation industry and our communities Providing input on our materiality factors Advocating for the airports, general aviation and customers	Raising cultural awareness by increasing use of cultural protocols Celebrating First Nations cultures (eg, NAIDOC Week) Building partnerships with First Nations communities and organisations



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