

2018-2019

Corporate Plan

wsaco.com.au

WSA Co



Purpose

To generate social and economic prosperity by working together to safely deliver a thriving airport precinct in Western Sydney

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Chair's Message

Last year, WSA Co embarked on an important mission to generate social and economic prosperity by working with the community to safely deliver a thriving airport precinct in Western Sydney. During that year, our Company outlined its strategy and continued to engage and consult with the community and Australian and NSW governments.

Our Corporate Plan 2018-2019 builds on these initiatives and outlines the Company's plans to progress the development of Western Sydney Airport and integrate other economy-boosting initiatives in the Western Sydney region. In doing so, this Plan sets out the key priorities for our business.

In safely delivering the next round of construction and development, WSA Co will work in partnership with Bechtel to advance plans for airport infrastructure and delivery. WSA Co is committed to build the Airport in a way that captures value for money and maximises opportunities to incorporate sustainability and digital innovation. Ultimately, our goal is to establish Western Sydney Airport as industry-leading both in Australia and internationally.

Our Board is pleased to report that construction on the Airport site will commence with Early Earthworks by the end of 2018. This physical progress will be met with an opportunity for the community to be part of the Airport's evolution through the construction of a Visitor Information Centre by the end of June 2019. This is an important time for the community and businesses as construction kicks-off our commitment to job generation and investment activity in Western Sydney. WSA Co will continue dialogue with business, community leaders and educational institutions to ensure that plans for employment and investment maximise benefit for Western Sydney.

As part of strengthening the fundamentals for social and economic prosperity for the region, we will continue to work closely with the Federal and NSW governments, in line with the Western Sydney City Deal, a key priority of which, is to ensure efficient city planning and road and rail connections to the Airport and surrounding Aerotropolis.

In line with our commitment to resolve aviation capacity issues in the Sydney basin and improve access to aviation services for Western Sydney, WSA Co will engage with investors and industries to shape opportunities to reach both domestic and international markets from Western Sydney.

The Board and Management are committed to delivering WSA Co's vision for Western Sydney Airport: to be the gateway of choice to Australia and the world – connecting people, places and opportunities. We look forward to working with our stakeholders to deliver Western Sydney Airport and to support the new Aerotropolis.



Paul O'Sullivan
Chair



Paul O'Sullivan
Chair and Non-Executive Director
Appointed August 2017

Paul is the inaugural Chair of WSA Co, appointed in August 2017. He is Chair of Optus and was previously Chief Executive Officer (CEO) of Singtel Group (Consumer), from 2012-2014 where he was responsible for operations in both Singapore and Australia, as well as Singtel investments. Paul previously served as CEO of Optus from September 2004 to March 2012 and prior to this held a range of senior positions within Optus. Paul currently serves as a Director on several Boards including Coca-Cola Amatil, Healthscope, the National Disability Insurance Agency (NDIA) and HOOQ.

Board of Directors



Fiona Balfour
Non-Executive Director
Appointed August 2017

Fiona has over 35 years' experience across aviation, information and telecommunication services, distribution and logistics and corporate governance, having spent 14 years with Qantas Airways Limited and served six years on the Executive Committee as Chief Information Officer. Fiona currently sits on boards including Airservices Australia, Metcash, and Australian Red Cross Blood Service. In addition to being a nominee Director for PSPIB of Canada in Land Services South Australia Limited, Fiona is a former Director of Société Internationale de Télécommunications Aéronautiques ('SITA-SC') Geneva, TAL (Dai-ichi Life) Australia and a number of not-for-profit organisations.



Tim Eddy
Non-Executive Director
Appointed August 2017

Tim has over 30 years' experience leading and managing in a professional services environment, including most recently as Managing Partner Operations, Oceania at Ernst & Young. Throughout his career he has developed expertise in a range of areas including: global and national transformation and change; developing new service offerings; growth strategies for business operations; and driving sound financial outcomes. Tim is a Fellow of the Chartered Accountants Australia and New Zealand and a graduate of the Australian Institute of Company Directors.



Vince Graham
Non-Executive Director
Appointed November 2017

Vince brings over 30 years' experience in senior and chief executive roles in infrastructure and public transport across the public sector. He has considerable knowledge of infrastructure projects in NSW, having been CEO of Networks NSW and RailCorp NSW, where he had responsibility for the \$30 billion public private partnership Waratah train project. Vince also sits on the Board of the Australian Rail Track Corporation. A lifelong resident of Penrith, he brings to WSA Co a strong connection to Western Sydney.



Anthea Hammon
Non-Executive Director
Appointed November 2017

Anthea is the Managing Director of Scenic World, a third-generation family business which has been operating in the Blue Mountains for over 70 years. As head of Australia's most visited privately-owned tourist attraction, and a mechanical engineer, she has played a leading role in the company's strategy of investment and growth, and brings 15 years of knowledge and experience in the tourism industry. She is also the Vice President of the Blue Mountains Accommodation and Tourism Association, Director of Blue Mountains Economic Enterprise and was Director of the Australian Amusement, Leisure and Recreation Association.



Christine Spring
Non-Executive Director
Appointed August 2017

Christine is an expert in aviation infrastructure development and airport operations, as well as a civil engineer with approximately 20 years' experience. She has Australian and international experience in aviation infrastructure delivery, including in New Zealand, the United Arab Emirates, Asia and the Pacific Islands. Christine is currently on the Board of Auckland International Airport, where her experience in aviation infrastructure and executive management is contributing to implementing its 30-year vision for the airport of the future. Christine is also a Director of Unison Networks Ltd.



John Weber
Non-Executive Director
Appointed November 2017

John is currently Chair of the Board of Airservices Australia and is also on the Global Advisory Board of Elevate Services, a global technology and consulting company. John was Chief Executive of Minter Ellison and later a Managing Partner and member of the international executive of DLA Piper. John has worked extensively in industry and government across a diverse range of sectors, including transport, defence, infrastructure and financial services. He brings considerable Board experience from his roles in a number of public, private and not-for-profit organisations.

Chief Executive's Statement

In the short time since the Company was incorporated in August 2017, it is pleasing to reflect on the solid foundation which has been laid to enable WSA Co to advance strategies to develop and operate Western Sydney Airport, and in doing so, shape the future for the region.



Graham Millett
Chief Executive Officer
Appointed February 2018

Following the Company's development of a comprehensive business strategy that combines both the infrastructure and commercial aspects of our business, we are now focused on the execution and refinement of this strategy in the years ahead. Over the next four years, these plans will translate to actions that will deliver value-for-money and reflect an informed and disciplined approach to both the planning and safe construction of Western Sydney Airport.

Construction will commence on the Airport site in late 2018 following the decision to partner with Bechtel and draw upon its technical expertise in both project definition and delivery, and the awarding of the Early Earthworks contract to a joint venture between Lendlease and CPB Contractors. These significant achievements underscore the ramp-up of our journey as job generation and investment activity in Western Sydney intensifies. To showcase the benefits that Western Sydney's new airport will bring, a Visitor Information Centre will be constructed on the site in the first half of 2019 to enable the local community to engage more easily with the project.

In parallel, consultation and engagement will remain an area of great focus. We will continue to connect with the community and all levels of government on areas of interest, through regular forums including the Forum On Western Sydney Airport (FOWSA), the Aboriginal Stakeholder Forum, the Stakeholder Planning Forum, and a range of community initiatives. In the same spirit, we are also working with a number of universities,

with a focus on Science, Technology, Engineering and Mathematics (STEM), TAFE NSW, vocational providers and local businesses to optimise opportunities for the people of Western Sydney throughout both construction and operation of the Airport.

In delivering Australia's first digital airport in one of the nation's fastest growing regions, we will continue to explore new technology and sustainability options. Flexibility will be essential to meeting the needs of a rapidly-changing world, as will a group of high-performing individuals and an accomplished leadership team committed to working together to safely deliver and operate the Airport by 2026. Importantly, WSA Co will continue the high level of cooperation with both NSW Government agencies and local governments to ensure the success of Western Sydney Airport.

As I look toward the next four years, I want to acknowledge the support and interest in Western Sydney Airport from people locally as well as the broader Australian public. It is with genuine enthusiasm that we will continue to drive forward the vision of a successful airport, a thriving precinct, and the benefits that Western Sydney Airport will bring to communities near and far.

A stylized, handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke at the bottom.

Graham Millett
Chief Executive Officer



Introduction

01

01 Introduction

This Corporate Plan 2018-2019 (the Plan) has been prepared by WSA Co Limited (ABN: 81 618 989 272) (WSA Co or the Company) for its Shareholder Ministers in the Finance and Infrastructure portfolios, in accordance with Section 95 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). Consideration was also given to the requirements under *Public Governance, Performance and Accountability Rule 2014*, and the January 2018 *Commonwealth Government Business Enterprise (GBE) Governance and Oversight Guidelines Resource Management Guide No. 126* (GBE Guidelines).

The Corporate Plan sets out WSA Co's key objectives and priorities, and the Company's strategy for achieving these, from 1 July 2018 and ending 30 June 2022 (the reporting period).

1.1 Background

In 2012, the Australian and NSW governments were presented the *2012 Joint Study on aviation capacity in the Sydney region (Joint Study)* by an independent Steering Committee of Government. The Joint Study highlighted that by 2035, it is unlikely there will be capacity available for new services at Sydney (Kingsford Smith) Airport. After analysis of findings from the study, in addition to analysis of alternative sites for another airport, the Australian Government announced in April 2014 that Badgerys Creek will be the site for a new airport for Western Sydney.¹

The Western Sydney Airport Plan (determined in December 2016) sets out the Australian Government's vision for the development and operation of an airport in Western Sydney and provides the authorisation for the construction and operation of Stage 1 of the

development.² The Airport Plan imposes conditions for the design, construction and operation of the Stage 1 development and includes strict environmental standards and implementation of mitigation measures identified in the Environmental Impact Statement (EIS).

Further information on the project can be found at wsaco.com.au.

1.2 Establishment

In May 2017, the Australian Government announced its intention to establish WSA Co to develop and operate Western Sydney Airport, and committed up to \$5.3 billion in equity to the entity in the 2017-2018 Budget following the development of a business case for the project. The Company was incorporated in August 2017, at which time, four Directors were appointed to the Board, and WSA Co was subsequently prescribed as a GBE. The first employees joined the Company in September 2017 and the Company's office in Liverpool was opened in November 2017, at which time the remaining three Directors were appointed to the Board.

¹ Western Sydney Airport Business Case Summary.

² The Western Sydney Airport Plan specifies staged development of Western Sydney Airport in line with demand. Subsequent stages of development will be subject to approvals to be obtained at the appropriate time.

WSA Co's Corporate Plan 2017-2018 served to outline key activities during the Company's start-up phase and their relation to the Company's broader objectives. Since establishment, the Company has made significant progress on a number of fronts³ and is on track to commence earthworks in late 2018 and for Western Sydney Airport to open in 2026.

WSA Co's 2018-2019 Corporate Plan marks the end of the establishment phase and the beginning of the next phase in the Company's evolution.

1.3 Accountability & Reporting

The Shareholder Ministers' Statement of Expectations (SOE) summarises the Australian Government's expectations of WSA Co for the construction of Western Sydney Airport, including high standards of procurement, probity, and transparency as well as robust reporting requirements.

In accordance with the PGPA Act, WSA Co will provide Shareholder Ministers with four-year Plans ahead of each reporting period. On this basis, Plans will be amended annually to reflect any change in governance, structure, and objectives. Related reporting, including Annual Reports, will also be provided to Shareholder Ministers, as required under the PGPA Act.

The WSA Co Board is ultimately responsible for the performance of the Company, including meeting its accountability obligations to the Commonwealth. Accordingly, the reporting framework will serve to measure and track performance of project progress against deliverables, demonstrating compliance with Shareholder expectations and delivery of an airport that meets Shareholder objectives.

In addition to the reporting outlined above, WSA Co has implemented and is monitoring its governance framework, including the establishment of several Board committees. As a GBE, WSA Co is subject to Parliamentary scrutiny and as Shareholder Ministers are accountable to Parliament, WSA Co is also required to keep Shareholder Ministers informed of activities, issues and decisions affecting the Company.

WSA Co will operate in a commercial manner and at arm's length from Government to achieve its objectives (see Section 2: WSA Co's Direction). The Company has been granted considerable discretion in its operational

and commercial decisions, within the constraints of the *Corporations Act 2001*, the PGPA Act, and associated subordinate legislation.

1.4 Expected Benefits of Western Sydney Airport

The future Airport has a large and growing passenger catchment area and, as Sydney's only full-service, curfew-free airport, will have 24-hour operations. Stage 1 of the Airport will initially have a single 3.7-kilometre runway, facilities to handle up to 10 million annual passengers (MAP) and is expected to serve three million people soon after opening. It will offer a full range of domestic, international and freight air services and will be able to handle the full range of aircraft, including the Airbus A380. Upon opening, the Airport will be Australia's first digital airport, serving full-service, freight and low-cost carriers.

The Western Sydney City Deal, announced on 4 March 2018, builds on Western Sydney Airport as a catalyst to encourage investment and create job opportunities. WSA Co remains cognisant of the role the Airport will play in the success of the Aerotropolis and is engaging with both Commonwealth and NSW Government agencies to develop a thriving airport precinct. This includes the Department of Infrastructure, Regional Development and Cities, the Greater Sydney Commission (GSC) and the NSW Department of Planning and Environment, in addition to local Government, regarding issues such as land use planning and transport (road and rail) connectivity. The Airport will successfully integrate with the surrounding Western Parklands City to form a metropolitan sub-region; the infrastructure, land use, and economy of which are centred on Western Sydney Airport.

In providing employment opportunities closer to home for people in the Western Sydney region, WSA Co will pursue employment targets including a minimum of 30 percent local employment from Western Sydney, throughout the construction phase, and at least 50 percent of Western Sydney based employees within operations commencing in 2026. Careful workforce planning, in addition to strategic business planning, will allow WSA Co to achieve these targets. The Airport is expected to support up to 11,000 jobs during its construction and up to 28,000 jobs in 2031, five years after opening.

³ WSA Co Corporate Plan 2017-2018.



WSA Co's Direction

02

02 WSA Co's Direction

The Company's objectives as stated in the Company Constitution and outlined below, as well as the expectations detailed in the SOE, drive WSA Co's strategy in delivering and operating Western Sydney Airport.



Improving access to aviation services in Western Sydney by providing a broad range of passenger and freight services.



Resolving the long-term aviation capacity issue in the Sydney basin by maximising the aviation capacity of the site, noting the constraints at Sydney (Kingsford Smith) Airport.



Maximising the value of Western Sydney Airport as a national asset including consideration of benefits the Airport will bring within and around Western Sydney, NSW and Australia.



Optimising the benefit of Western Sydney Airport on employment and investment in Western Sydney by recognising that the Airport will be a major catalyst for growth and development in Western Sydney.



Effectively integrating with new and existing initiatives in the Western Sydney area by ensuring the long-term planning considers the Airport's economic, social and environmental impact in Western Sydney.



Operating on commercially sound principles having regard to the Australian Government's intention to preserve its options with respect to ownership and governance arrangements by applying private sector discipline in the management of WSA Co.

In adopting an inclusive approach as part of the development of its purpose, vision, culture and core values, WSA Co will continue to foster a sense of ownership and commitment throughout the organisation to the development and operation of Western Sydney Airport.

2.1 WSA Co's Purpose, Vision, Culture Statement and Core Values

PURPOSE

To generate social and economic prosperity by working together to safely deliver a thriving airport precinct in Western Sydney

WSA Co is a purpose-led organisation. As a result, the Company's activities are directed at developing and operating Western Sydney Airport, generating social and economic prosperity for Western Sydney by improving access to aviation services and resolving Sydney's long-term aviation capacity issues, integrating with new and existing initiatives in the area, and operating on commercially sound principles to maximise the value of Western Sydney Airport as a

national asset. In doing so, the Airport will be a major catalyst for growth and development in the region.

By meeting Sydney's growing aviation needs and introducing choice for consumers of aviation services in the Sydney basin, the project will generate economic benefits both locally and nationally. This means that the Airport will be recognised as a transformational infrastructure project over time.

VISION

To be the gateway of choice to Australia and the world – connecting people, places and opportunity

WSA Co has an ambitious vision – to be the gateway of choice to Australia and the world for both passenger and freight journeys – which means to provide customers, both passengers and airlines, with best-in-class service and a seamless travel

experience for those choosing Western Sydney Airport as their destination or point of origin. WSA Co's culture and core values underpin the behaviours by which the Company will achieve its ultimate purpose.

CULTURE STATEMENT

Empowered to Deliver

CORE VALUES



Safety: WSA Co is relentless in applying the highest physical and psychological safety standards for the continuous health and well-being of its people.



Integrity: WSA Co holds self and others accountable to instil trust by operating with honesty, integrity and authenticity.



Inclusion: WSA Co fosters an inclusive and diverse working environment and recognises the value of different perspectives and cultures. Diverse teams working together positively impacts the value and direction of WSA Co.



Pioneering: WSA Co is nimble and always actively learning through experimentation to forge forward, continuously creating new and better ways for the Company to be successful.



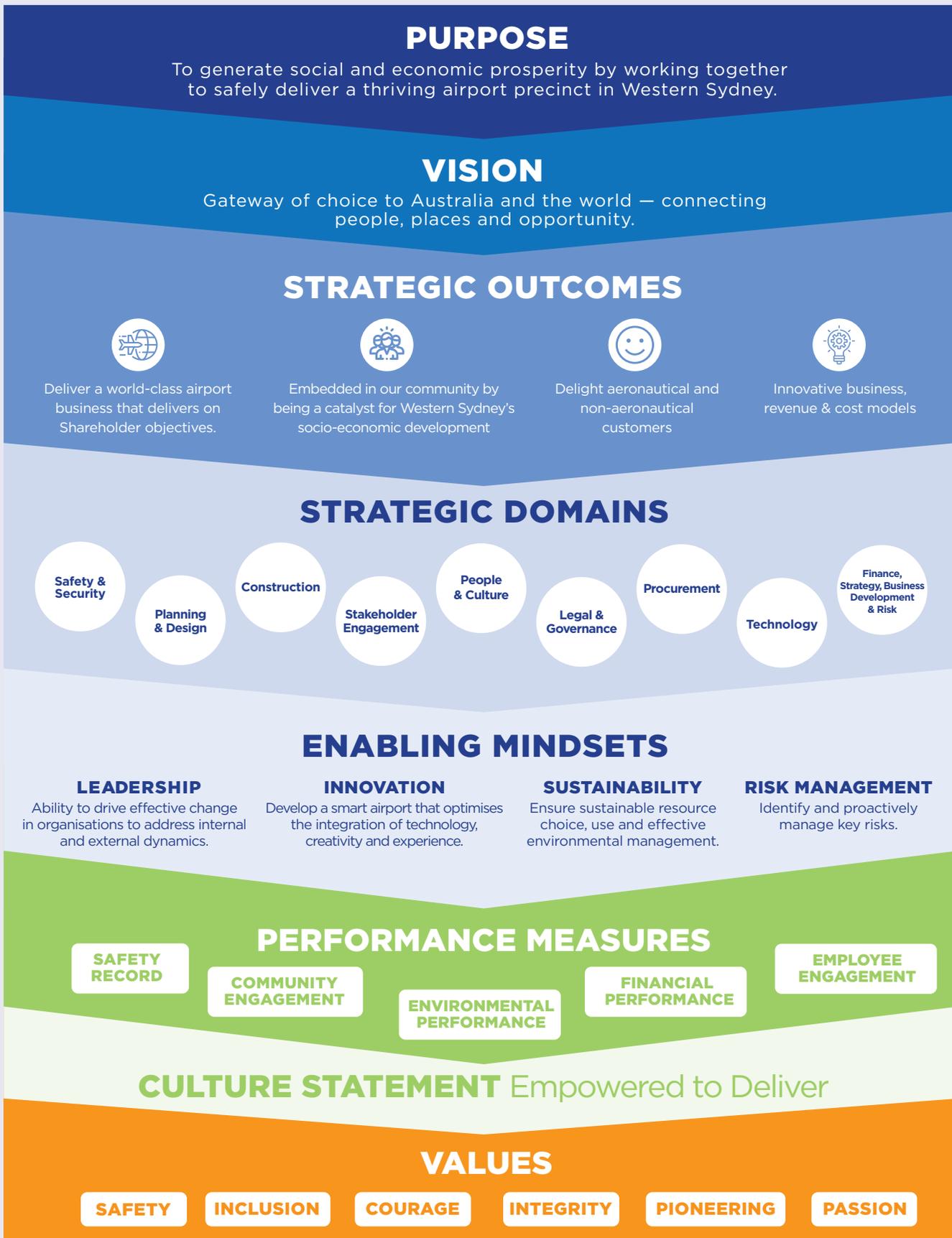
Courage: WSA Co acts with courage to address difficult issues and make quality decisions to keep the Company moving forward.

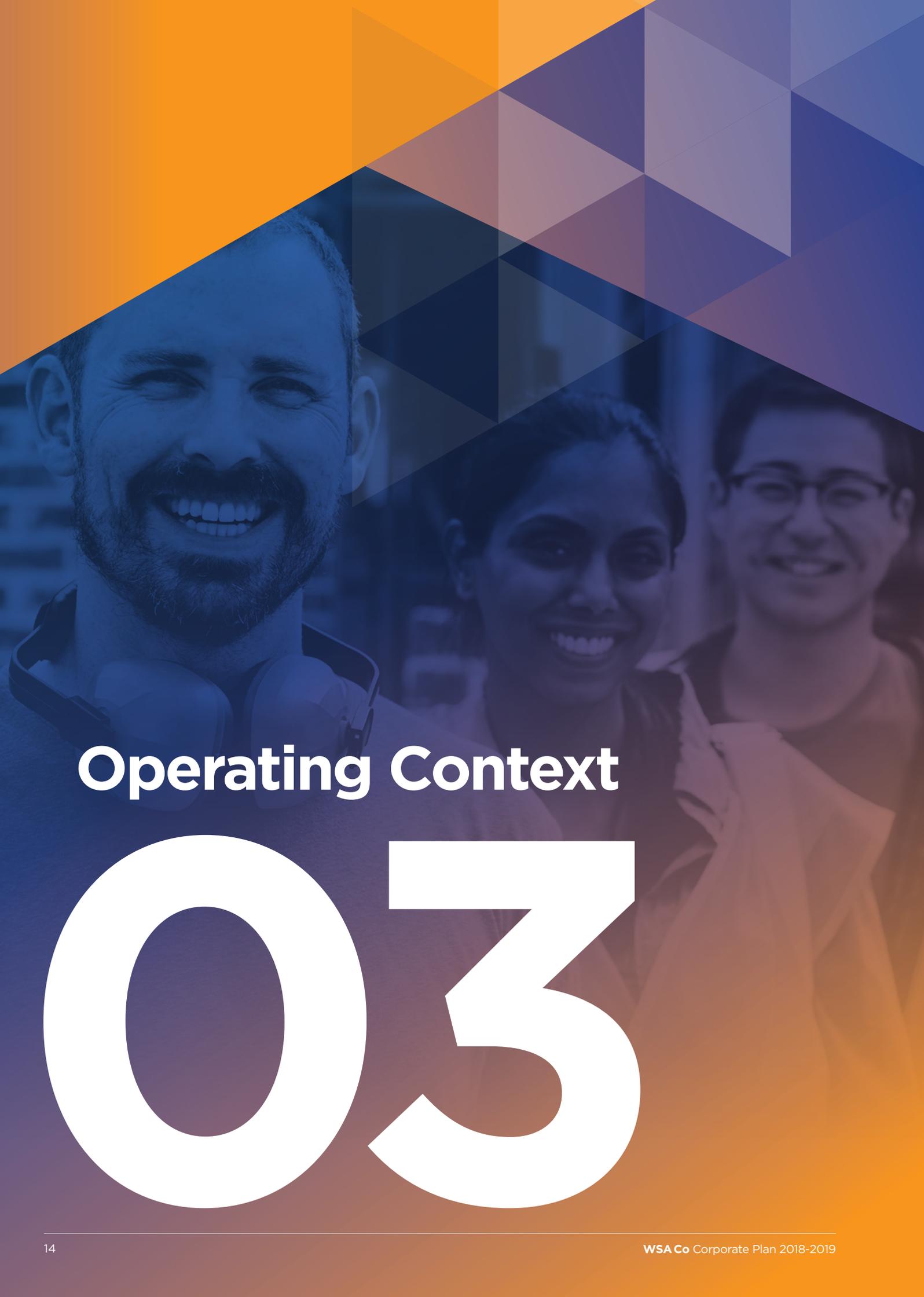


Passion: WSA Co is committed to driving the Company's vision, strategy, and purpose by creating a climate where everyone is motivated to do their best.

2.2 Strategy on a Page

The diagram below represents the drivers that will allow WSA Co to develop Western Sydney Airport by outlining the strategic outcomes, the supporting domains and enabling mindsets required to achieve the Company’s purpose and ultimate vision. This approach is underpinned by a set of values to guide WSA Co’s behaviours and empower the organisation to deliver.





Operating Context

03

03 Operating Context

The relative importance of aspects of WSA Co's operating environment will vary over time, with immediate attention given to construction activities and the corresponding infrastructure market. This will combine with an increasing focus on the aviation market as the Airport moves closer to operations in 2026.

Nonetheless, WSA Co has identified and is considering trends, opportunities and challenges in aviation and airport design, specifically the application of sustainability and digital capabilities to create a "Smart Airport". WSA Co will contribute to the successful integration of the Airport with the surrounding precinct through consideration of an "Airport City" concept, underpinned by effective stakeholder engagement, planning and consultation.

In understanding its future operating environment through construction and aviation market dynamics, WSA Co will ensure the Airport is optimised by way of flexible design which can adapt to change and growth over time. Ultimately, Western Sydney Airport aims to be the Airport of choice for providers and consumers of aviation services in Sydney.

3.1 Construction Market Overview

For the reporting period covered by this Corporate Plan, WSA Co will focus primarily on activities involving bulk earthworks and civil construction as related to Airport infrastructure delivery. The Australian infrastructure market is undergoing a period of heightened activity.⁴ Nonetheless, a project with a high-profile nature, such as Western Sydney Airport, should continue to generate strong interest from construction, other industries, and community perspectives. This effect was evident in the strong market responses to date for works and services already let and continues to be present in ongoing market feedback relating to upcoming construction packages for the Airport.

There are also emerging construction technologies offering productivity increases through predictive analytics, 3D scanning and printing, Building Information Management, prefabrication and modular construction, and WSA Co will work with contractors to implement these technologies where applicable.

3.2 Aviation Market Overview

According to the International Air Transport Association (IATA), the number of annual airline passengers worldwide is expected to reach almost eight billion within a decade of Western Sydney Airport opening in 2026. This is almost double the four billion travellers recorded in 2017. Furthermore, IATA forecasts the biggest driver of aviation demand will be from the Asia-Pacific region, constituting more than half of new passengers over the next two decades. In 2022, China is expected to overtake the United States as the world's largest aviation market⁵, and Western Sydney Airport is well positioned to take advantage of this opportunity.

Several other factors are also driving increased demand for aviation services in the Sydney region. A combination of population growth and economic expansion in Western Sydney as well as the broader Sydney region, paired with increased airline competition and low-cost carrier penetration, rising international tourism, and trends in e-commerce and air freight, mean that Western Sydney Airport is essential to meet the growing aviation demand in the Sydney basin.

3.3 Smart Airports and Digital Capabilities

The aviation industry is increasingly focused on cost and innovation, and technological advances are providing opportunities to reshape passenger and aircraft processes to improve the passenger experience and lower costs. Digital airports require technology to be combined with the most up-to-date network capabilities, with a flexible design to allow

⁴ Macromonitor March 2017 (BIS Oxford Economics, 2017).

⁵ 2017 IATA Press Release No.:55 - 2036 Forecast Reveals Air Passengers Will Nearly Double to 7.8 Billion.



rapid integration of subsequent digital capabilities. Smart airports will maximise the opportunities afforded by innovation, technology and sustainability. These elements will remain fundamental considerations throughout WSA Co's journey of delivering Western Sydney Airport.

3.4 Airport Cities

The Airports Council International highlights that business precincts have begun to appear around airports in the formation of Airport Cities.⁶ Airports increasingly act as catalysts for economic and commercial activity and WSA Co's planning activities takes this trend into account.

A successful Airport City must provide for passengers to connect to other forms of transport and such integration increasingly supports the value that airports offer passengers and customers. This is reflected in the consideration of airports as transport hubs, which connect passengers (and freight) seamlessly to various forms of transport on arrival and departure. To ensure airport functionality, particularly as a transport hub, collaborative planning and a common agenda amongst all levels of government to deliver integrated road, rail and air networks are essential.

⁶ Airports Council International World Report, October 2017.



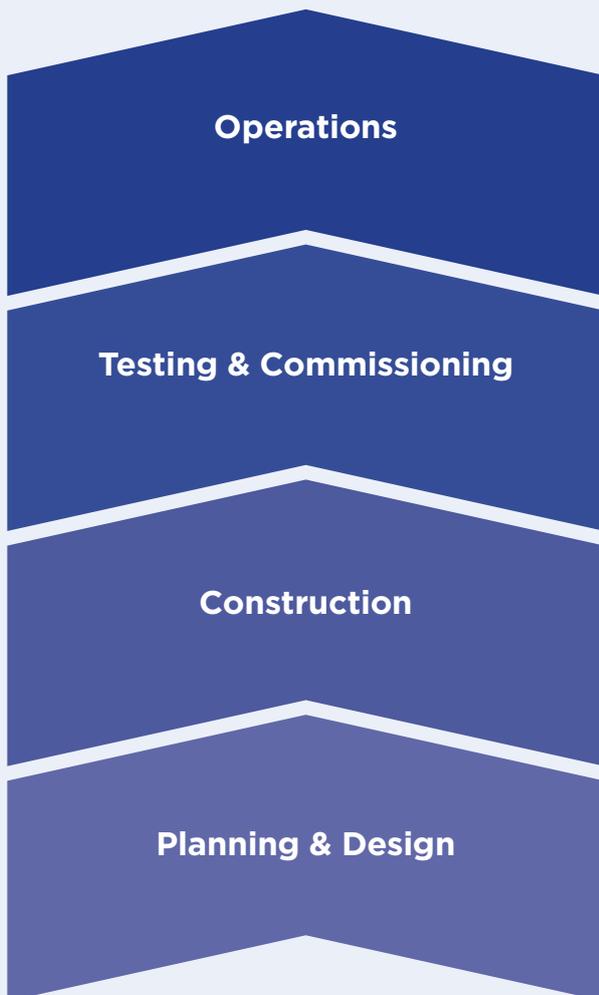
Strategy

04

04 Strategy

WSA Co is embarking on two integrated workstreams:
a substantial and complex airport infrastructure project;
and the development of a globally competitive,
full-service airport business.

Phases of Airport Delivery



Business Development



In delivering the Airport infrastructure, WSA Co will transition through four broadly overlapping delivery phases, namely the initial planning and design phase, the construction phase (consisting of several significant works packages), the testing and commissioning phase, and the operations phase. Additionally, in accounting for sound financial, environmental and social outcomes, WSA Co will develop a thriving Airport business that

considers a strong mix of both aeronautical and non-aeronautical opportunities, underpinned by an approach that maximises return on investment.

WSA Co has defined a number of ‘guiding principles’ necessary to ensure the Company’s strategic outcomes are successfully achieved. The key guiding principles stem from an ethos of serving all stakeholders and are grouped under nine strategic domains.

STRATEGIC DOMAIN	GUIDING PRINCIPLES
Safety & Security	Cultivation and reinforcement of a zero-harm, prevention and protection mindset and culture, and protecting the community as the project is delivered
Planning & Design	A Smart Airport – an operation that optimises the integration of technology, innovation, sustainability, and experience
Procurement	Deliver competitive, value-for-money procurements
Construction	Delivery of the project on time, on budget, and to specification
Finance, Strategy, Business Development & Risk	Embed a commercially-driven, cost-conscious approach, and understand and manage key risks by implementing strategic and innovative initiatives
Stakeholder Engagement	Establishment and maintenance of collaborative and productive relationships with stakeholders
Technology	Establishment of secure systems of control and management with emphasis on a high level of collaboration with delivery partners in working towards an internationally-leading airport in the digital age.
People & Culture	Build and maintain an organisational culture that is “empowered to deliver” and be an employer of choice
Legal & Governance	Establish robust governance practices with a focus on risk management and compliance.

4.1 Outlook

The achievement of significant milestones during WSA Co's first 12 months demonstrates the transition of WSA Co from establishment through to delivery, including the following in June 2018:

- execution of the Early Earthworks to the CPB/Lendlease joint venture, which will lead to the movement of 1.8 million cubic metres of earth (and the generation of up to 180 jobs) by the end of 2019;
- awarding the Delivery Partner and Project Manager (Definition) contracts to Bechtel, bringing extensive international experience and capability, to support the delivery of the Airport; and
- delivery of the Registration of Interest process for Airport Planning Services.

2018-2019

Key activities for WSA Co in 2018-2019 include:

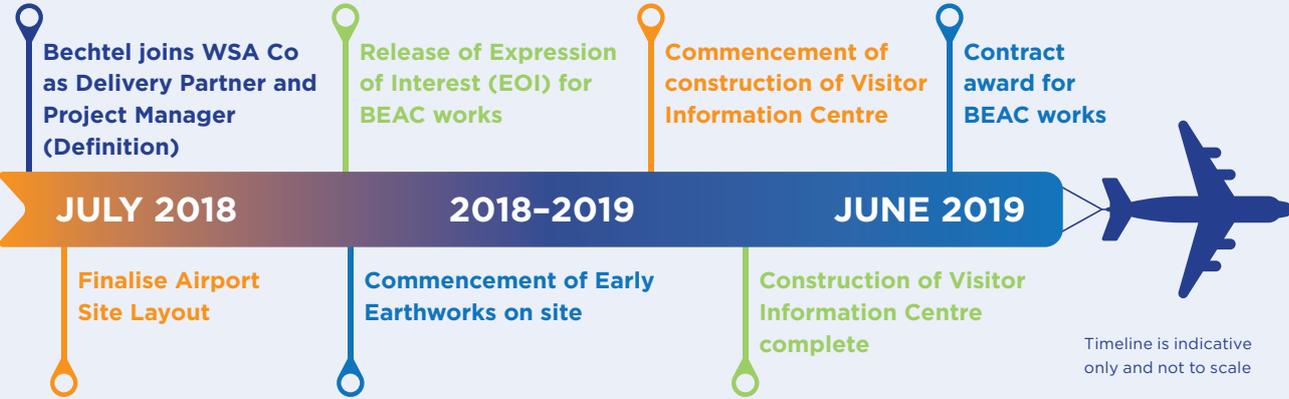
- delivering the tender process for the initial Main Works, being the Bulk Earthworks and Airside Civils (BEAC) works;
- finalising the Airport Site Layout;
- commencing construction of a Visitor Information Centre (and Site Office) to allow the community and WSA Co's stakeholders to engage with Airport activities;
- engagement with GSC in regard to broader planning activities within the Western Parklands City;

- determining a delivery approach for subsequent Main Works packages, for Terminal and Specialty works, and Landside Civil and Building works; and
- completing the procurement for Airport Planning Services.

Additionally, WSA Co will actively pursue ongoing employee development initiatives including education, training and development, and mentoring. As part of the Company's strategic workforce planning, discussions will progress with educational institutions to plan and develop core skill sets required by future airport employees.

Significant stakeholder engagement activities will occur in 2018-2019 including continued engagement with the community, local councils, NSW Government and the Commonwealth (including Shareholder departments) on matters including the commencement of Early Earthworks, land use planning, utilities, connections to the site, airport facilities, airspace planning, transport connections to and within Western Sydney Airport, and the Western Sydney City Deal.

Timeline of Key Activities During 2018-2019



Whilst detailed planning for future years is currently underway, a number of key activities are outlined below.

2019-2020

The BEAC works will be underway in 2019-2020 and will draw substantial attention during the start-up phase. In 2019-2020, WSA Co will also be finalising design for the Terminal and Specialty works and Landside Civil and Building works packages and commencing the associated tender processes. The Early Earthworks are expected to be completed in late 2019.

2020-2021

In 2020-2021, it is anticipated the major works packages associated with the Terminal and Landside Civil works will be awarded. WSA Co's construction workforce is expected to peak during this period.

2021-2022

Over the period 2021-2022, all major works packages will be underway and discussions will progress with potential users of Western Sydney Airport, including airlines, retailers, ground transport operators and tenants in the Business Park.

4.2 Stakeholder Engagement

WSA Co recognises the importance of stakeholder engagement and community relations in realising the wider social and economic benefits that Western Sydney Airport will catalyse. In addition to ongoing engagement with the GSC on the Western Sydney City Deal, WSA Co will continue to formally engage its stakeholders through stakeholder-specific forums including:

Forum On Western Sydney Airport

This forum links the community, Government and WSA Co during the planning and construction of Western Sydney Airport. This is a consultative forum for the exchange of information and ideas from representatives from across business, industry, government, the community and key industry sectors.

Stakeholder Planning Forum

A forum for engagement between key local, state and Commonwealth agencies as well as authorities and utilities providers that have a role in the delivery of the Airport or strategically linked infrastructure assets.

Aboriginal Stakeholder Forum

A forum for Aboriginal stakeholders with an interest in the Western Sydney Airport site to engage with the Commonwealth and WSA Co on proposed cultural management initiatives, actions and regulatory obligations.

Furthermore, in accordance with the Airport Plan and consistent with the Western Sydney Airport EIS, WSA Co will implement a Community and Stakeholder Engagement Plan before each stage of construction. WSA Co continues to work closely with Commonwealth agencies on technical, operational and performance dimensions to enable the progression of detailed design and procurement for the Main Airport works.

The construction of the Visitor Information Centre will allow the community to engage with the project and actively participate in the delivery of the Airport. The Centre will feature an informative and interactive display of the Airport development, and will include educational experiences for school children as well as providing residents and visitors with access to key information and activities.



Capability

05

05 Capability

Since its establishment, WSA Co has been working to build organisational capability by attracting and retaining a high-performance workforce. In addition to a Board with a range of skills across the aviation, commercial, engineering, tourism, and technology sectors, management is also comprised of professionals from diverse backgrounds and experience.

5.1 People

WSA Co will deliver a strategic workforce plan for the successful delivery of the Western Sydney Airport. It will do this by:

- developing a strong, capable and agile internal and external workforce that lives WSA Co's values of safety, integrity, inclusion, pioneering, courage and passion;
- attracting and retaining talent for the achievement of organisational goals, including the development of effective leadership;
- maintaining a WHS program, focused on eliminating or minimising health and safety risks, and inspiring robust health and safety performance; and
- developing an effective security management system aimed at protecting WSA Co's people, contractors, visitors, assets and information.

To ensure an effective, collaborative and integrated team, WSA Co employees are appointed based on three key factors: experience and qualifications, potential for development, and cultural fit. WSA Co will continue to establish arrangements for its own employees that provide a compelling employee value proposition. These arrangements are supported by policies to ensure that the workforce is safe, productive, flexible, and engaged.

5.2 Workforce Initiatives

Western Sydney Airport will be a major driver of employment in the Western Sydney region. It is a key objective of WSA Co to optimise the benefit of employment and investment in Western Sydney, by recognising the role of the Airport as a major

catalyst for growth and development in the region. The Airport will support up to 11,000 jobs during its construction and up to 28,000 jobs in 2031, five years after opening.

WSA Co has committed to workforce targets including at least 30 percent local employment throughout the construction phase, and at least 50 percent of Western Sydney-based employees during operations. WSA Co will work together with construction contractors to develop innovative programs to achieve these targets.

5.3 External Workforce

WSA Co will work with a reliable and high-quality external workforce to ensure the delivery of the Western Sydney Airport. The Company will require contractors to deliver robust safety management by development and implementation of safety initiatives to drive continuous improvement of safety performance.

Bechtel, as both Delivery Partner and Project Manager (Definition), brings the relevant skills, knowledge and experience to support WSA Co in relation to the construction of the Airport. In doing so, WSA Co is securing established and necessary skills and resources across the eight-year procurement and delivery period.

5.4 Organisational Structure

WSA Co has built a team of highly-experienced individuals leading strategic and functional domains across the organisation. For the current phase of the project, the team is organised into two key business streams, that is project and corporate, to reflect delivery of respective activities. Contained within are key aspects including Safety and Security; Procurement; Airport Design and Planning; Construction; Finance, Strategy, Business Development and Risk; People & Culture; Stakeholder Engagement; Legal & Governance; and Technology.

Board of Directors

Chief Executive Officer

Airport Infrastructure Delivery

- Safety
- Security
- Infrastructure
- Engineering
- Design
- Procurement
- Construction

Bechtel Partnership

- Construction Project Delivery
- Project Manager (Definition)

Corporate Functions

- Work Health & Safety
- People & Culture
- Finance & Operations (Budget, accounting, treasury, strategy, and business development), Risk and Audit
- Media & Communications
- Corporate Procurement
- Legal/Advisory, Company Secretariat and Probity
- Information Technology



Performance

06

06 Performance

In addition to tracking performance against the activities outlined in Section 4.1: Outlook, WSA Co has developed a range of Performance Measures based on the Company's purpose. The measures have been developed for accountability and strategic decision-making purposes across construction and operational contexts.⁷ By adopting an adapted

Balanced Scorecard approach⁸, performance is measured holistically in the context of the Company's four Strategic Outcomes. The Company tracks both financial and non-financial performance through this balanced set of measures, which are reviewed annually to ensure relevance, focus and effectiveness.



6.1 Performance Measures

Performance measures are linked to all phases of the Airport delivery and business development streams relevant to the reporting period. This includes planning, design and construction of Western Sydney Airport, in addition to business strategy development (as part of planning for operations beyond 2026) occurring in parallel.

WSA Co has identified where baseline data will be collected during the reporting period to enable performance reporting beyond 2018-2019.

The performance criteria in this Corporate Plan will be tracked internally and reported on through the Annual Report process. The Company also monitors performance trends to ensure performance-related risks are identified in a timely manner and are addressed proactively. Furthermore, it is expected that performance criteria will be refined and evolve as WSA Co moves closer to operations in 2026, and additional measures such as customer satisfaction and business efficiency are anticipated.

⁷ As per Resource Management Guide No. 131: Developing Good Performance Information.

⁸ The Balanced Scorecard, developed by Kaplan & Norton, is a business performance measurement and management tool that is used to outline a strategic plan, align day-to-day work to strategy, and monitor progress towards strategic targets.

	Performance Outcome	Measure/Target
Safety Record	Measures WSA Co's success in cultivating and reinforcing a zero-harm, prevention and protection mindset amongst employees, contractors and consultants.	<ul style="list-style-type: none"> • Measure: Total recordable injury frequency rate (TRIFR) • 2018-2019 Target: < 5* • 2019-2020 onwards: < 5*
Employee Engagement	Measures agility, engaging leadership, talent focus, and commitment to roles.	<ul style="list-style-type: none"> • Measure: Employee engagement score • 2018-2019 Target: Baseline to be established following collection of initial employee feedback • 2019-2020 onwards: to be determined following establishment of baseline
Community Engagement	Measures the extent of community engagement undertaken by WSA Co and subsequent awareness of Western Sydney Airport.	<ul style="list-style-type: none"> • Measure: Level of community engagement • 2018-2019 Target: Baseline to be established following initial community feedback • 2019-2020 onwards: to be determined following establishment of baseline
Environmental Performance	Measures performance relating to environmental conditions imposed upon WSA Co during construction (as per the Airport Plan, EIS, and associated Construction Environment Management Plans).	<ul style="list-style-type: none"> • Measure: Compliance with environmental conditions • 2018-2019 Target: Meet all relevant conditions • 2019-2020 onwards: Meet all relevant conditions
Financial Performance	Measure of actual expenditure relative to budgeted forecasts.	<ul style="list-style-type: none"> • Measure: Variance to budget • 2018-2019 Target: Expenditure within budget • 2019-2020 onwards: Expenditure within budget

*Industry benchmark

An aerial photograph of a city, rendered in a monochromatic blue color. The image is overlaid with a large, semi-transparent geometric pattern of triangles in shades of orange and blue. The text 'Risk Management' is centered in the middle of the image in a white, bold, sans-serif font.

Risk Management

07

07 Risk Management

AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines (ISO 31000) is the international benchmark for risk management and provides the standards by which WSA Co manages risk.

The Company's Risk Management Framework provides the overarching policy direction for the role of risk management within WSA Co as both a GBE and as the owner of project delivery for the design, construction and operation of Western Sydney Airport, as well as the associated responsibilities of Management, employees, contractors and sub-contractors. In addition, the Company actively considers external sources of risk and endeavours to proactively mitigate these risks accordingly.

WSA Co is paying particular attention to the key risks of safety, budget, securing value for money from procurements, and on-time delivery of the project by 2026.





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