

# Corporate Plan

2019–2020



**Western  
Sydney  
Airport**



## **Purpose Statement**

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



# Chair's message



**Paul O'Sullivan**

Chair and Non-executive Director

**Significant progress has been made in the delivery of Western Sydney International (Nancy-Bird Walton) Airport since the establishment of WSA in 2017. During the past financial year, the first sod was turned and earthworks officially began, culminating recently in the first one million cubic metres of earth being moved. This is a phenomenal achievement for our team and a significant milestone for the Airport as well as for the Western Sydney community.**

**W**e are continuing to consult with all levels of Government and the industry to deliver an Airport that will be an integrated transport hub. WSA is ramping up market engagement to ensure that when Western Sydney International opens its doors, the Airport will be designed to create a seamless end-user experience. Our vision is to build an airport that will be the gateway of choice and deliver infrastructure that the people of Western Sydney, and Australia, can be proud of. Throughout the design, construction and operational phases of the Airport, safety will be our highest priority.

We want to be in conversation with the community throughout the development of Western Sydney International and to share our journey with the public. The Western Sydney International Airport Experience Centre (Experience Centre) provides a great opportunity for us to showcase all the benefits that the Airport will bring to the region and hopefully inspire a new generation of aviation enthusiasts.

Western Sydney International will be a major catalyst for growth and development in the region, as well as for the state of New South Wales. In addition to our commitment to resolve aviation capacity challenges in the Sydney basin, WSA will

optimise this unique opportunity to ensure that the Airport attracts businesses and investment to the region and the Aerotropolis.

Finally, I would like to acknowledge the support and interest in Western Sydney International from the local residents as well as the broader community. With great enthusiasm, we look forward to working with all our stakeholders to successfully deliver one of the most complex and critical infrastructure projects of our time.

**Paul O'Sullivan**

Chair and Non-executive Director

## **Paul O'Sullivan - Chair and Non-executive Director**

Paul is the inaugural Chair of WSA, appointed in August 2017. He is Chair of Singtel Optus Pty Ltd 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 has also held management roles with the Colonial Group and the Royal Dutch Shell Group in Canada, the Middle East, Australia and United Kingdom. Paul currently serves as a Director on several Boards including Coca-Cola Amatil Ltd, the National Disability Insurance Agency (NDIA) and HOOQ Digital Pte. Ltd.



*Collaborative engagement with stakeholders*

*From left to right: Minister for Population, Cities and Urban Infrastructure, The Hon Alan Tudge MP; Qantas Group CEO, Alan Joyce; Western Sydney Airport Chair, Paul O'Sullivan; Western Sydney Airport CEO, Graham Millett; and Jetstar Group CEO, Gareth Evans.*

# 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. She spent 14 years with Qantas Airways Limited and served six years on the Executive Committee as Chief Information Officer. Fiona is currently an independent Non-executive Director with Airservices Australia and Metcash Limited and is a nominee Director for PSPiB of Canada at Land Services South Australia Limited. Fiona is a former nominee Director of Société Internationale de Télécommunications Aéronautiques ('SITA-SC') Geneva, and former independent Non-executive Director of Salmat Limited, TAL (Dai-ichi Life) Australia, Australian Red Cross Blood Service 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; risk management and governance best practice; 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 AM**  
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 and Western City & Aerotropolis Authority. A lifelong resident of Penrith, he brings to WSA a strong connection to Western Sydney.



**It's wonderful to see the infrastructure coming to the area that I have lived in all my life. Knowing that my kids will reap the rewards is a wonderful thing. I cannot wait to take off from Western Sydney International!**

Wayne Willmington, Luddenham resident.



Construction of the northbound and southbound bridge on Badgerys Creek Road



**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 driving the company's strategy of investment and growth, and brings 15 years of knowledge and experience in the tourism industry. She is a Director of Scenic World's parent company Hammons Holdings, which also operates BridgeClimb on the Sydney Harbour Bridge. Anthea is also the Vice President of the Blue Mountains Accommodation and Tourism Association, Director of Blue Mountains Economic Enterprise and previously served as 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, and Unison Contracting Services Ltd.



**John Weber**  
Non-executive Director  
(appointed November 2017)

John is currently Chair of the Airservices Australia Board. In addition to being a Director on several Boards including Australian Maritime Systems Group and Dimeo Group, John is also on the Global Advisory Board of Elevate Services, a global technology and consulting company. He 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. John holds a Bachelor of Laws from the Australian National University.



# CEO's message



**Graham Millett**  
Chief Executive Officer

**In the two years since WSA was established, we have accomplished a number of significant milestones. I am pleased to say that we have recruited some of the best talent in the industry and procured a range of technical experts to support the delivery of Western Sydney International (Nancy-Bird Walton) Airport. All of this has enabled earthworks to commence in September 2018, with over a million cubic metres of earth moved. In addition, WSA announced a design competition early this year which enabled university students with a link to Western Sydney the opportunity to team up with leading airport architects to put forward designs for the terminal.**

Looking forward, this Corporate Plan sets out our objectives and strategic priorities for the next four financial years. With Early Earthworks well underway, WSA is anticipating Bulk Earthworks will commence on-site at the start of 2020. In the coming years WSA, together with the appointed Master Architect and Master Engineer, will create the blueprints of the Airport terminal building and environs. Construction on the terminal will then commence in 2022, with completion planned for 2025. Our commitment to safety underscores all that we do and we will continue to work together with our partners to safely deliver Western Sydney International.

In parallel to building the Airport, building the airport business will be an important focus for WSA. We have signed Memoranda of Understanding with Qantas and Virgin Australia, and their subsidiaries, Jetstar and Tigerair, to collaborate on the design for the Airport. Memoranda of Understanding have also been signed with several key operators in the air freight industry. We will continue to

carry out engagement and planning activities with airlines, the air freight industry, airport service providers, and key participants in the property sector. These conversations will help ensure that Western Sydney International will delight its full range of aeronautical and non-aeronautical customers.

WSA remains focused on the generation of social and economic prosperity in the Western Sydney region. Our current workforce is well above the 30% target set for local employment during the construction phase. Western Sydney is currently the third largest economy nationally, and one of Australia's fastest growing regions. The team at WSA is proud to have our offices located in Western Sydney where the significant momentum of growth and development in the Western Parkland City is clearly evident. We are collaborating with our key partners, including the Western City & Aerotropolis Authority and the Greater Sydney Commission, to achieve mutual goals of developing the region and helping shape the future of the Aerotropolis.

We continue to receive an overwhelmingly positive response for the project and I want to acknowledge the support and interest in Western Sydney International from all our stakeholders. Over the past year, WSA has partnered with local councils on a range of activities including the roll-out of a competition to develop STEM skills in Western Sydney primary school students by encouraging them to dream up their vision of the Airport using the popular digital platform, Minecraft. Our team is embedded in the community undertaking a toy drive at Liverpool Hospital, meeting with locals at the Luddenham Show and answering several hundreds of enquiries from residents. Throughout the Corporate Plan, we have highlighted quotes from the community that reflect the passion and excitement for Western Sydney International.

The delivery of Western Sydney International is one of Australia's most significant infrastructure projects. The activities proposed in this Corporate Plan will shape the next four financial years for the Company and drive us towards the completion of a successful world-class airport for Western Sydney and Australia.



**Working together with Qantas and Virgin Australia to deliver Western Sydney International**



**Over a million cubic metres of earth moved**

**Graham Millett**  
Chief Executive Officer

# 1. WSA's direction

1

## Purpose

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

2

## Vision

Gateway of choice to Australia and the world — connecting people, places and opportunity

3

## Culture

Empowered to deliver

4

## Core values



Safety



Inclusion



Courage



Integrity



Pioneering



Passion

5

## Strategic outcomes



Deliver a world-class airport business that delivers on Shareholder objectives



Embedded in our community by being a catalyst for Western Sydney's socio-economic development



Delight aeronautical and non-aeronautical customers of Western Sydney International



Innovate when it comes to revenue and cost models and create business models centred on the end-user



We, as the Directors of WSA, present the 2019-20 Corporate Plan (the Plan) which has been prepared by WSA Co Limited (ABN: 81 618 989 272) (Western Sydney Airport, WSA or the Company) for its Shareholder Ministers in the Finance and Urban Infrastructure portfolios. The Plan covers the period of FY2019-20 to FY2022-23 and is prepared in accordance with Section 95 of the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)*.

# 2. Operating context

**The Company was established to develop and operate Western Sydney International (Nancy-Bird Walton) Airport ('Western Sydney International'). WSA's current focus is on the design of Western Sydney International and earthworks as part of the construction phase. The focus will change over time as the Company moves from infrastructure delivery mode into operating a full-service international Airport in 2026.**

For long-term strategic planning, it is important to consider the following trends in relation to WSA's operating context. In understanding these trends, opportunities and challenges, WSA will ensure the Airport is optimised by way of flexible design which can adapt to change and growth over time.

## 2.1 Sydney aviation passenger growth

Australia's position as a prime tourist destination in Asia Pacific continues to drive increased inbound tourist numbers. This demand will rise rapidly with the growing middle class in Asia.

According to the Business Case for Western Sydney Airport, the number of annual passengers within the Sydney basin is expected to reach 104 million by 2050. When Western Sydney International opens in 2026, Tourism Research Australia forecasts that the largest source markets of international visitors to Australia will be from China and New Zealand.

This demand for future aviation services presents a need for the development of a new full-service international airport within the Sydney basin. This need was confirmed by the 2012 Joint Study on aviation capacity in the Sydney basin.

## 2.2 Aviation industry

Congestion at several capital city airports is fast becoming a major issue, with airports expanding existing infrastructure to meet these increasing demands. However, such expansion to brownfield projects is often associated with disruption to traffic flows.

Globally, rapid growth and penetration of Low Cost Carriers in the aviation market remains. Aircraft types continue to be enhanced and as a result, they are able to transport passengers and freight more

efficiently per journey, and driving greater network efficiency overall.

## 2.2.1 End-user experience

The needs and wants of passengers are shifting towards the demand for a seamless journey, with the International Air Transport Association (IATA) finding that 51% of travellers prefer to have their luggage delivered directly to their final destination if they are able to track it. The paperless experience is becoming the more accepted norm, with 45% of air travellers preferring biometric identification in place of passports.



Greenfield airport developments, such as Western Sydney International, have a unique opportunity to incorporate the best proven elements of the industry to create an experience that sets it apart, delighting a full complement of customers and end-users.

## 2.3 Infrastructure market

There is heightened activity and investment in the construction of public infrastructure in Australia. The Australian Government is investing \$100 billion over the next 10 years in transport infrastructure.

The increase in population growth in Western Sydney has led to expansion of general building industries. More construction firms are demanding employees with TAFE or apprenticeship qualifications rather than relying on traditional on-the-job training.

The project continues to generate significant interest within this context. WSA is engaging with the construction industry throughout its tendering processes to ensure ongoing alignment with the market and procurements that represent best value for money.

## 2.4 Western Sydney region

There is significant investment across all three levels of Government in the Western Sydney region. To support the increasing population, the Australian and NSW governments are investing \$4.1 billion over the next 10 years as part of the Western Sydney Infrastructure Plan. Additionally, the Western Sydney City Deal signed in March 2018 is a partnership between the Australian Government, NSW Government and eight local governments to unlock opportunities in education, business and employment for the Western Sydney community.

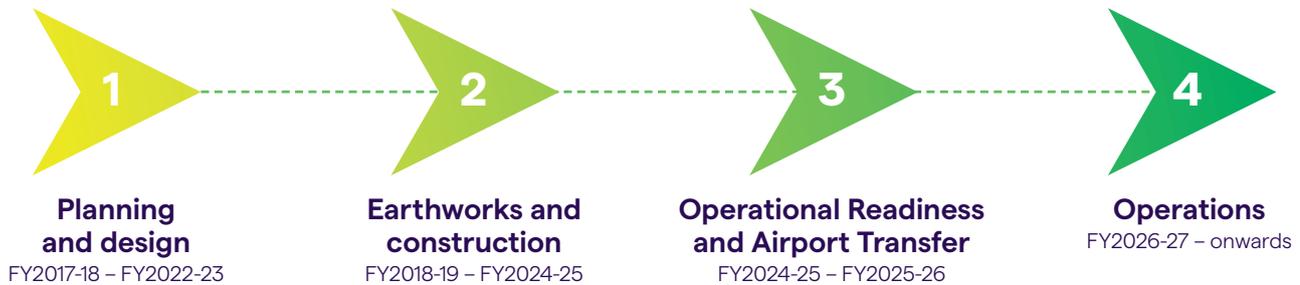
The Australian and State governments are investing in the Sydney Metro Greater West line, which will provide rail access and create an integrated transport hub at Western Sydney International.

Western Sydney International plays a significant role as the catalyst in generating the business activities for the proposed Aerotropolis and agribusiness precinct in the Western Sydney region.

This is the environment in which WSA is delivering its strategic priorities.

# 3. Strategic priorities

WSA will transition through four, often overlapping phases, namely the initial Planning and Design phase, the Earthworks and Construction phase, the Operational Readiness and Airport Transfer (ORAT) phase, and the Operations phase.



Guiding WSA through these phases are the four strategic outcomes that the company aims to achieve up until operations and beyond.



Deliver a world-class airport business that delivers on shareholder objectives



Embedded in our community by being a catalyst for Western Sydney's socio-economic development



Delight aeronautical and non-aeronautical customers of Western Sydney International



Innovate when it comes to revenue and cost models and create business models centred on the end-user

## The three areas of strategic priorities for WSA are infrastructure delivery, community engagement, and planning.

### 3.1 Infrastructure delivery outlook

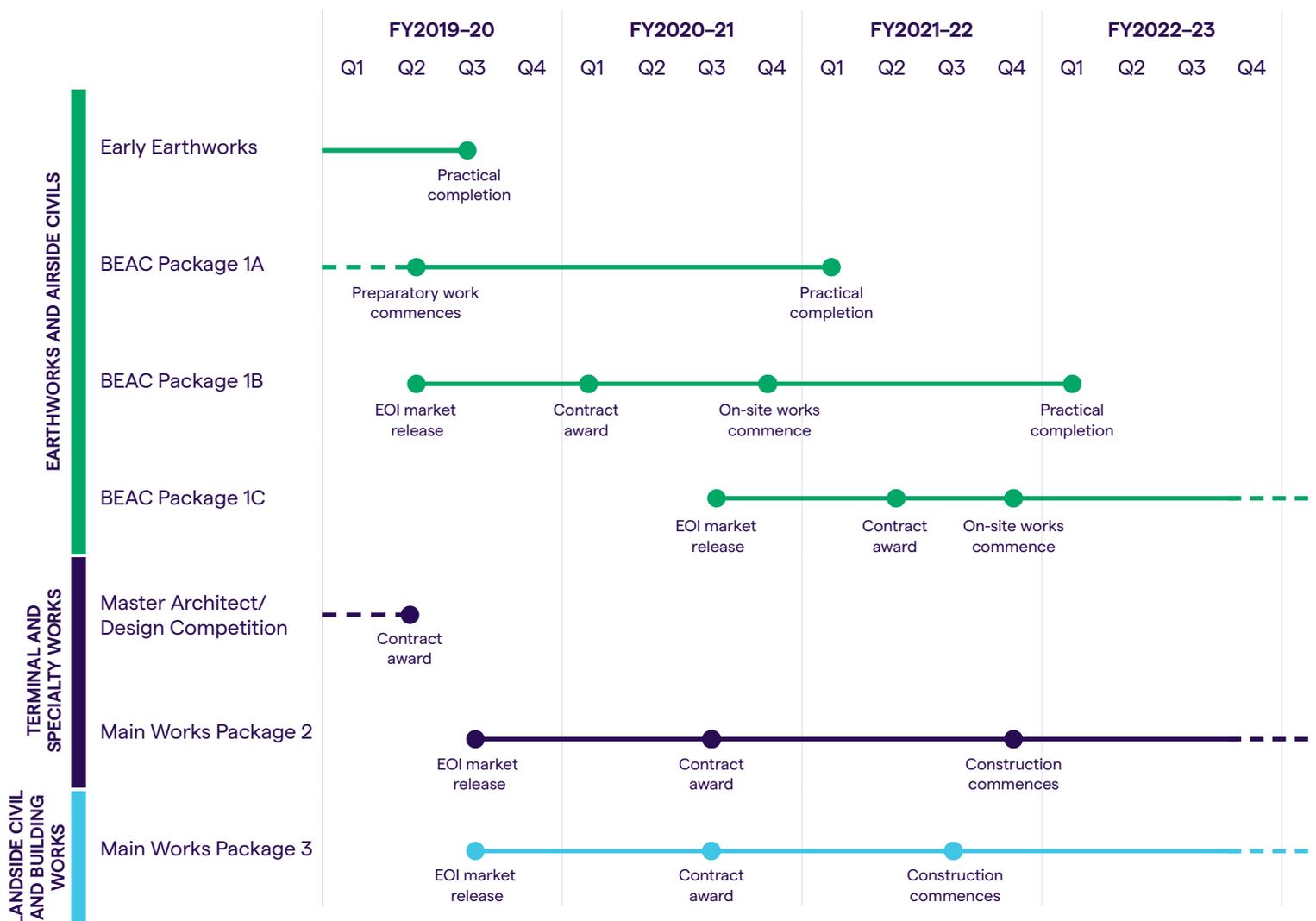
The delivery of the Airport is broadly divided into Early Earthworks and three Main Works Packages. The first of these Main Works Packages is the Bulk Earthworks and Airside Civils (BEAC) Works. BEAC works cover large scale earthworks, drainage and utilities, together with airside pavements. The BEAC works is further broken down into three sub-packages (BEAC Package 1A, 1B and 1C).

The second package, Terminal and Specialty Works, includes construction of the terminal building

and associated airside and landside interface works. The third package, Landside Civil and Building Works, includes the construction of landside roads, carpark and associated works. Planning and design work for both these packages is fundamental to delivering an airport that delights aeronautical and non-aeronautical customers and achieving WSA's third strategic outcome.

Design activity will be punctuated by the appointments of a Master Architect from the Design Competition and a Master Engineer — these appointments will address both form

and function requirements of the terminal that will set it apart. WSA will leverage global industry expertise to maximise the unique opportunity afforded by best practice inputs and proven technology from reference sites around the world. The anticipated timeline for the procurement and delivery of these Main Works Packages — the three BEAC sub-packages, Terminal and Specialty Works, and Landside Civil and Building Works — is depicted below.



For each of the key packages, a range of enabling functions will be carried out in order to support and ensure successful and effective completion.

### FY2019–20

Early Earthworks is anticipated to be completed by the second half of FY2019-20. Procurement for BEAC Package 1A is expected to be completed with the preparatory activities to commence in the first half of FY2019-20 and construction on-site to start in the second half of FY2019-20. The procurement process of BEAC Package 1B will also commence with WSA engaging the market through the release of an Expression of Interest.

The contract for the Master Architect is scheduled to be awarded in the first half of FY2019-20. This will enable the Expression of Interest process to occur for the construction of the terminal building in the second half of FY2019-20.

### FY2020–21

Delivery of BEAC Package 1A will be in advanced stages during FY2020-21 and delivery of BEAC Package 1B will also commence in late FY2020-21. The Expression of Interest for BEAC Package 1C will be released in

FY2020-21 to initiate the procurement process. In addition, the contracts for Main Works Packages 2 and 3 will be awarded during this financial year.

### FY2021–22

BEAC Package 1A is expected to be completed in the first half of FY2021-22 whilst the procurement process for BEAC Package 1C will be finalised within the first half of FY2021-22. Construction for Main Works Packages 2 and 3 will commence in the second half of this financial year.



Scrapers and bulldozers on-site

### FY2022–23

It is anticipated that BEAC Package 1B will be completed in the first half of the financial year. BEAC Package 1C, as well as Main Works Packages 2 and 3 will all be in progress for a target completion date in FY2025-26 to allow for Operational Readiness and Airport Transfer (ORAT) testing which is to be completed by mid-FY2026-27.



**I'm Western Sydney Airport's biggest fan. The locals and the buyers I talk with are all very excited about the opportunities the Airport and surrounding development will bring to Western Sydney. I'm lucky to have a front row seat to watch its creation.**

Chris Brophy, Principal at Creek Property



Construction and earthworks on-site



Early earthworks community information session

### 3.2 Community and stakeholder engagement outlook

To achieve WSA's second strategic outcome of being embedded within the community by acting as a catalyst for Western Sydney's socio-economic development, the Company has strived to engage and create platforms that allow a two-way conversation with the local region.

The end-users of Western Sydney International will include the Western Sydney community. As such, engagement with the local community will continue to be a key focus for WSA. To ensure that the diverse characteristics of Western Sydney are captured in the development of the Airport, the Company maintains a continuous conversation with the public.

In line with this, WSA will participate in a number of forums which link the community, Government and WSA during the planning and construction of Western Sydney International, including:

#### Forum on Western Sydney Airport (FOWSA)

FOWSA is a consultative forum for the exchange of information and ideas in relation to the Airport from representative across business, industry, government, the community and key industry sectors.

#### Stakeholder Planning Forum

Led by WSA, the Stakeholder Planning Forum brings together operational representatives from three levels of government to focus on the integrated planning requirements for Western Sydney International and the areas immediately adjacent to the Airport site, with an emphasis on the supporting transport and utility infrastructure.

#### Aboriginal Stakeholder Forum

The Aboriginal Stakeholder Forum is also led by WSA and provides Aboriginal stakeholders with an interest in the Western Sydney International site the opportunity to engage with the Commonwealth and WSA on proposed cultural management initiatives, actions and regulatory obligations. Additionally, WSA is engaging with the Aboriginal community beyond this forum.

##### 3.2.1 Aboriginal engagement

The Company will continue to provide effective coordination of Aboriginal engagement to deliver positive outcomes for the Aboriginal community. During FY2018-19, WSA appointed Enable as the project's Aboriginal engagement partner. In an Australian first, this partnership will see Enable continue to coordinate Aboriginal engagement across all aspects of the Company during the reporting period including cultural heritage, employment, training, education, sustainability and reporting.

##### 3.2.2 The Experience Centre

WSA strives to create an environment in which community feedback is embraced. With the official opening of the Western Sydney International Airport Experience Centre in September 2019, the community will have the opportunity to engage with the project firsthand. The venue will also allow the public to watch the progress of the Airport and understand all the benefits that it is generating, and will continue to generate, for the Western Sydney region. The Experience Centre will be a dynamic and exciting focal point of engagement between WSA and the community until the Airport opens.

### 3.2.3 Embracing local and unique perspectives

WSA will continue with a range of activities throughout the reporting period that were initiated in the past year. Such activity included partnering with local councils in the roll out of a competition to develop STEM skills in Western Sydney primary school students. The initiative encouraged students to dream up and design their vision of the Airport in Minecraft, the popular digital platform. WSA also presented with Liverpool City Council to the students of the Western Sydney Space Camp that sends students to NASA.

WSA will maintain its commitment to engagement in local activities, and extending support with a spirit similar to that which underpinned initiatives such as the toy drive that saw Christmas gifts delivered to children at Liverpool Hospital, and working with Luddenham Primary School to deliver a school engagement program. WSA managed the sponsorship of the Luddenham Show and responded to several hundred enquiries from the community about the project and benefits of the Airport to the region.

Additionally, insights from WSA's partnership with the NSW Wheelchair Rugby League, which involves consulting with players to ensure the delivery of an accessible airport, will feature in planning efforts to provide all travellers a seamless and enjoyable experience.

In addition to the Experience Centre, WSA will continue to be present at community events to provide information and opportunities to answer queries from the community. The toll-free call centre (1800 972 972) will operate throughout the project, providing another live channel of engagement and access to information.



WSA donated gifts to children at Liverpool Hospital for Christmas



**Western Sydney International Airport provides a great opportunity to improve the economic and employment opportunities for the large Aboriginal population in Western Sydney.**

Michael O'Loughlin, Managing Director,  
Enable Consulting Service



*Smoking ceremony held with the Aboriginal community to celebrate the significant cultural heritage of the Airport site.*

### 3.3 Planning outlook

As WSA moves along the delivery timeline, the Company will continue engaging with industry. In order to achieve WSA's third strategic outcome of delighting aeronautical and non-aeronautical customers, the Company will concentrate on consultation and collaborative engagement with potential customers and key industry partners to maximise commercial opportunities, and government stakeholders to effect optimised integrated planning. To achieve WSA's fourth strategic outcome of implementing innovative business, revenue and cost models, the Company will actively consider the best possible activation of the Airport precinct and use of Airport land; for example, through the development of a business park.

#### 3.3.1. Enabling network integration with utilities, roads and rail

WSA continues to work closely with utility authorities for the primary purpose of securing the services that will be required to support the construction and operation of Western Sydney International. Noting its corporate objectives to optimise the benefit on employment and investment in Western Sydney and effectively integrating with new and existing initiatives in the region, WSA is also conscious of its ability to catalyse development of these essential services for the benefit of regional development. This is an important factor in the Company's decision-making and planning activities.

Throughout the reporting period, WSA will provide input into planning for roads and rail infrastructure surrounding the Airport site via

ongoing engagement with the NSW Transport Cluster, including the Traffic Management Centre, Sydney Metro, and Transport for NSW (incorporating the former Roads and Maritime Services).

#### 3.3.2. Aviation industry engagement

WSA has commenced engagement with potential partners in order to understand requirements of highly desirable facilities located at the Airport and to secure an understanding of the preferred design outcomes. This will ensure that operationally, Western Sydney International meets the needs of all end-users efficiently and in a cost-effective manner.

Regular meetings have commenced with international, domestic and regional airlines as well as the cargo and freight community, including freight forwarders and industry bodies, to establish a collaborative



relationship and to share design and operational parameters. WSA is also engaging with ground handlers, catering, and maintenance, repair and overhaul (MRO) providers to understand their needs. This consultative approach will enable Western Sydney International to accommodate the needs of the industry and to ensure that operationally, there will be minimal barriers for airlines, cargo operators and aeronautical support service providers to operate from and to the Airport.

### 3.3.3. Government stakeholders

To ensure integrated planning across all three levels of government, WSA will continue its ongoing conversation with relevant government departments and agencies. In addition to the Shareholder Departments, engagement will include regular discussions with the

Department of Home Affairs, the Department of Agriculture and Water Resources, Australian Federal Police, Airservices Australia, and the Civil Aviation Safety Authority (CASA). At the state level, this engagement includes close cooperation with the Greater Sydney Commission and Western City & Aerotropolis Authority, Planning Partnerships, the NSW Department of Planning and Environment, and the NSW Transport cluster. With the Airport site and the WSA office located within the Liverpool Local Government Area, regular meetings between Liverpool City Council, WSA and other councils in Western Sydney will continue throughout the reporting period.

### 3.3.4. Business park

The majority of WSA's landholding is reserved for Airport infrastructure as part of current and future stages of the project. However, opportunities

exist for the remaining land to be developed to facilitate business growth in Western Sydney. Whilst being mindful of the preservation of land for future works including expansion of the terminal and the second runway, WSA has commenced planning a business park around one of the rail stations at the Airport. Taking into consideration the proximity to the Airport, these businesses may include offices, retail, warehousing, hotels and conference centres. The planning for the business park will be primarily focused on commercial outcomes and accordingly, will ensure land development options support the generation of jobs in the Western Sydney region, whilst allowing for a structured and integrated approach with the early years of Airport operations.



“ People are getting jobs closer to home and businesses have their eye on Liverpool like never before. Our community is incredibly aspirational and will grasp the opportunity to grow and develop with the Airport.

Kiersten Fishburn, Liverpool Council CEO



# 4. Capabilities

Since its incorporation in August 2017, WSA has been focused on building capability through attracting and retaining a high-performance workforce. As a result, WSA has built a core team of highly experienced employees leading strategic and functional domains across the organisation.

## 4.1 People

Throughout the reporting period, WSA will continue to evolve its strategic workforce plan for the successful delivery of the Western Sydney Airport. It will do this by:

- developing a high-performing, capable and agile workforce that lives WSA's values of Safety, Integrity, Inclusion, Pioneering, Courage and Passion;
- attracting, developing and retaining talent for the achievement of organisational goals;
- developing effective leadership behaviours to support engagement drivers;
- building an organisation culture that is 'empowered to deliver';
- delivering a positive employee value proposition and an engaged workplace experience, to be an employer of choice;
- implementing an employment relations strategy to develop and maintain a safe, engaged, flexible and productive workforce;
- maintaining a Health, Safety and Wellbeing (HSW) program, focused on eliminating or minimising risks associated with health, wellbeing and safety, and inspiring robust health and safety performance; and
- developing an effective security management system aimed at protecting WSA's people, contractors, visitors, assets and information.

To ensure an effective, collaborative and integrated team, WSA employees are appointed based on three key factors: experience and qualifications, potential for development, and Company cultural fit. WSA will continue to establish arrangements for its employees that provide a compelling employee value proposition that empowers employees to deliver.



WSA team planning the successful delivery of a world-class airport

WSA has committed to ambitious workforce targets as set out in the table below.

Workforce	Target	
Residents of Western Sydney	30% during construction 50% during operations	*A diverse workforce, includes participation of priority jobseekers and under-represented groups in the industry including women in non-traditional roles, women in leadership, economic and socially disadvantaged people, and people with a disability.
Indigenous workforce	2.4%	
Diverse workforce*	7.6%	
Learning workers	20%	

## 4.2 Diversity and workforce initiatives

WSA is committed to ensuring that Western Sydney International generates appropriate economic and social benefits for the greater Western Sydney region by:

- utilising local suppliers and employing local resources where possible and cost-effective;
- creating opportunities for learning workers, including trainees, apprenticeships and workers training to upgrade their qualifications and skills;
- partnering with the education sector, including TAFE, university and Registered Training Organisations (RTOs); and
- encouraging a diverse workforce, including participation of under-represented groups in the industry including women in non-traditional roles, women in leadership, economic and socially disadvantaged people, and people with a disability.

## 4.3 Direct and indirect workforce

WSA will continue to engage with a reliable and high-quality external workforce to ensure the delivery of Western Sydney International via a safe, engaged, productive and flexible work environment. This includes working very closely with WSA's Delivery Partner and Project Management (Definition) provider, Bechtel Corporation.

To ensure that the Airport encapsulates the latest thinking, processes and systems, a panel of technical providers has been set up to assure WSA's access to a wide range of international and domestic expertise.

# 5. Risk management

**The WSA Board fosters a strong, positive risk culture based on shared values and behaviours. A positive risk culture promotes an open and proactive approach to managing risk which considers both threat and opportunity and where risk is appropriately identified, assessed, communicated and managed across WSA. This aligns with WSA's commitment to a culture that prioritises and values safety across all aspects of delivery and operation.**

The Company's Risk Management Framework (the Framework) provides the overarching policy direction for the role of risk management within WSA and also specifies WSA's risk appetite statement. The Framework is aligned with 'AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines (ISO 31000)' which is the international benchmark for risk management.

The Framework describes WSA's approach to risk management across the following key stages: Risk Identification; Risk Evaluation; Risk Treatment/Mitigation; Risk Monitoring/Reporting and Continuous Improvement.

WSA manages a robust risk profile, with control frameworks established for a number of key risk areas which have the potential to impact the performance of the organisation; these include:

- Health, Safety and Wellbeing — the health, safety and wellness of our employees, contractors and the communities in which we operate;
- Strategic — impact on the delivery of the strategy;
- Financial — loss of shareholder value and the overall financial stability of the project/business;
- Governance, Legal and Compliance — internal governance processes, fraudulent and corrupt behaviour and meeting regulatory compliance;
- People and Capability — talent attraction and retention, and employee capability and capacity to meet operational requirements;
- Community and Stakeholder — retention of community and stakeholder support, and meeting and managing stakeholder expectations;
- Brand and Reputation — the perception and goodwill of the organisation, and the existence and operation of the Airport;
- Environment — impact on the environment;
- Security — physical security management and business resilience;
- Cyber Security — harm or loss resulting from breaches of, or attacks on information systems;
- Design and Delivery — delivery of the project within scope, on time and within budget; and
- Commercial — loss of, or inability to generate revenue and maximise the value of the business and the asset.

As part of best practice governance, risks are brought to the attention of the Board primarily through its Audit and Risk Committee, which oversees the overall implementation of the Risk Management Framework.

WSA aims to treat or control all risks and is committed to establishing and maintaining the highest standard of risk management. Where residual risk ratings are deemed to be not within the risk appetite of the organisation, WSA is committed to the development and application of targeted risk management plans.



**I'm looking forward to Western Sydney International Airport and the opportunities it will bring to build a career close to where I live.**

Fergus Ryan,  
Western Sydney University student



# 6. Performance measures

In alignment with WSA’s strategic outcomes and priorities, the following performance measures and targets have been set. The measures have been developed for accountability and strategic decision-making purposes. The

Company tracks both financial and non-financial performance through these measures, which are reviewed annually to ensure relevance, focus and effectiveness. Following review of the performance measures, a new Performance Outcome has been

included within this Corporate Plan in relation to Infrastructure Delivery. This directly reflects the Company’s purpose and its core objective of delivering a world-class Airport precinct.

	Performance outcome		Measure/Target	
	<b>Safety record</b> Measures WSA’s success in cultivating and reinforcing a safety-first, prevention and protection mindset amongst employees, contractors and consultants.	<b>Measure:</b> Total Recordable Injury Frequency Rate (TRIFR)	<b>2019-20 target:</b> TRIFR < 5*	<b>2020-21 onwards:</b> TRIFR < 5*
			*Industry benchmark	*Industry benchmark
	<b>Infrastructure delivery</b> Measures the achievement of infrastructure delivery priorities established as per the Corporate Plan.	<b>Measure:</b> Completion of delivery priorities	<b>2019-20 target:</b> Completion of infrastructure delivery priorities for the financial year within the indicated timeframes	<b>2020-21 onwards:</b> Completion of infrastructure delivery priorities within the indicated timeframes
	<b>Environmental performance</b> Measures the effective execution of Construction Environmental Management Plans (CEMPs) throughout delivery phases of the Airport.	<b>Measure:</b> Prevention of material harm to the environment	<b>2019-20 target:</b> Nil Environmental Protection Orders issued by the Airport Environment Officer	<b>2020-21 onwards:</b> Nil Environmental Protection Orders issued by the Airport Environment Officer
	<b>Community engagement</b> Measures the extent of community engagement undertaken by WSA and subsequent awareness, support and willingness to use Western Sydney International (Nancy-Bird Walton) Airport.	<b>Measure:</b> Uplift in community engagement index	<b>2019-20 target:</b> Minimum uplift of 5 percent in the community engagement index	<b>2020-21 onwards:</b> Annual uplift in the community engagement index
	<b>Financial performance</b> Measure of actual expenditure relative to budgeted forecasts.	<b>Measure:</b> Variance to budget	<b>2019-20 target:</b> Expenditure within budget	<b>2020-21 onwards:</b> Expenditure within budget
	<b>Employee engagement</b> Measures agility, engaging leadership, talent focus, and commitment to roles.	<b>Measure:</b> Uplift in employee engagement score	<b>2019-20 target:</b> Minimum uplift of 5 percent in employee engagement score	<b>2020-21 onwards:</b> Annual uplift in employee engagement score

The performance criteria in this Corporate Plan will be tracked internally and reported 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. It is important to note that factors which are beyond the Company’s control may arise that impact achievement of the targets set out above however, WSA will mitigate these situations wherever practicable. Furthermore, it is expected that performance criteria will be refined and will evolve as WSA moves closer to operations in 2026.



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The new Western Sydney International Airport will be a world-first for people with disabilities, providing a fully accessible terminal and service that will allow everyone to travel hassle-free.

Brad Grove, NSW Wheelchair Rugby League

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*Partnering with local schools and teachers on the Minecraft Competition to design Western Sydney International*

**WSA Co Limited**

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