

Corporate Plan

2020–2021



**Western
Sydney
Airport**

westernsydney.com.au



Western Sydney Airport acknowledges Aboriginal people as the Traditional owners of the Country on which we work and live. We acknowledge the Dharug nation as the Traditional Owners of Country on which the Western Sydney International (Nancy-Bird Walton) Airport is being constructed. We pay our respects to their Elders past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander people.

Chair and CEO message



Paul O'Sullivan
Chair



Simon Hickey
CEO



Maximising Western Sydney Airport's success depends on support and collaboration from our stakeholders and the community.



As we work together to deliver a world-class airport precinct, our people are inspired by our organisation's clear vision – to be the catalyst for Western Sydney to prosper.

We're proud of our team's strong sense of purpose and continued commitment to this project's successful delivery, despite the confronting and challenging circumstances that overwhelmed the world in 2020.

As our nation rebuilds following the COVID-19 pandemic, the role of major infrastructure projects like ours as economic stimulus is more critical than ever. Our Corporate Plan outlines our ambitious way forward as we continue to develop Western Sydney International (Nancy-Bird Walton) Airport under the leadership of our new Chief Executive Officer Simon Hickey, who brings more than 30 years of commercial, aviation and infrastructure experience to the role.

As one of the largest earthmoving challenges in Australian history continues on the airport site, this financial year we are set to award our terminal construction contract and significantly advance procurement of the two remaining major works packages: landside civil and building works, and airside pavements and civil works.

This will bring us closer to our peak construction phase, which is due to start around the second half of 2022. This is when the project will provide direct employment to

thousands of people, with flow-on benefits to hundreds of supplier businesses that will then support even more jobs.

Our local employment targets mean that at least 30% of the direct jobs during the airport's construction phase will go to Western Sydney residents. When Western Sydney International opens, this will increase to ensure at least 50% of our team are from the local region.

Our steadfast commitment to safety underpins all our activities, both on and off the construction site.

Across the project, from our construction and office-based teams to the executive leadership team and the Board, our first duty is to take personal responsibility for the safety of our workforce and the community.

As development of the physical airport infrastructure accelerates, our focus on building Western Sydney Airport's commercial enterprise will also shift into a higher gear.

This year, we'll leverage the experience of our team and the insights gained through our 14 airline, air cargo and industry partners. This will allow us to significantly advance planning for the many commercial opportunities on the airport site.

From our almost 200-hectare on-site business park to our terminal plaza and cargo precinct, the opportunities for Western Sydney International to create jobs and business opportunities for the region will extend far beyond passenger operations.

More than any other infrastructure project, maximising Western Sydney Airport's success depends on support and collaboration from our stakeholders and the community.

Western Sydney International is the centrepiece of an even bigger agenda for the region, with the Aerotropolis and Western Parkland City set to create 200,000 jobs.

We are proud to be a part of the network of federal and state government agencies, local councils and the private sector. Together we are forging a path to an exciting future for the people of Western Sydney.

Paul O'Sullivan
Chair

Simon Hickey
CEO

Our Board of Directors



Paul O'Sullivan

Chair and Non-executive Director

Mr Paul O'Sullivan

Chair and Non-executive Director

Paul is the first Chair of the Western Sydney Airport organisation. He was appointed in August 2017, and is also the Chair of Singtel Optus Pty Ltd.

Before joining us, Paul was the CEO of Singtel Group (Consumer) from 2012-14, and the CEO of Optus before that. Before those roles he worked in a range of senior positions within Optus and in management roles with the

Colonial Group and the Royal Dutch Shell Group in Canada, the Middle East, Australia and the United Kingdom. Paul is also a Director on several Boards including Coca-Cola Amatil Ltd, the National Disability Insurance Agency, ANZ, St Vincent's Health Australia and St George & Sutherland Medical Research Foundation.



Mrs Fiona Balfour

Non-executive Director
(appointed August 2017)

Fiona's executive career was in aviation, information and telecommunication services, distribution and logistics. She is an independent Non-executive Director for Western Sydney Airport and Airservices Australia. She is also a Nominee Director for the Public Sector Investment Board of Canada at both Land Services South Australia and Airtrunk Limited.

Fiona is a Member of Chief Executive Women, and a Fellow of the Australian Institute of Company Directors, Monash University, and of the Royal Aeronautical Society. In 2006 she was awarded the National Pearcey Medal for 'Lifetime Achievement to the Information Technology Industry'.



Mr Tim Eddy

Non-executive Director
(appointed August 2017)

Tim has over 30 years' experience in leading and managing in professional services environments, including most recently as Managing Partner Operations, Oceania at Ernst & Young. Throughout his career, he has developed expertise in a range of areas. These include 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 holds several Non-executive Board roles. He is a Fellow of the Chartered Accountants Australia and New Zealand and a graduate of the Australian Institute of Company Directors.



Mr Vince Graham AM

Non-executive Director
(appointed November 2017)

Vince brings over 30 years of experience in senior and chief executive roles in infrastructure and public transport. He has considerable knowledge of infrastructure projects in NSW, having been CEO of Networks NSW and RailCorp NSW. At the latter, he was responsible 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 his strong connection to Western Sydney to our organisation.



Ms Anthea Hammon

Non-executive Director
(appointed November 2017)

Anthea is the Managing Director of Scenic World, a third-generation family business that has operated in the Blue Mountains for over 70 years.

As head of Australia's most visited privately-owned tourist attraction, and as a mechanical engineer, she has played a leading role in driving the company's strategy of investment and growth. She also brings 15 years of knowledge and experience in the tourism industry with her.

Anthea is also a Director of Scenic World's parent company Hammons Holdings, which operates BridgeClimb on the Sydney Harbour Bridge. Beyond this, Anthea is the Vice President of the Blue Mountains Accommodation and Tourism Association, Director of Blue Mountains Economic Enterprise, and she previously served as Director of the Australian Amusement, Leisure and Recreation Association.



Ms 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 over 20 years of experience.

She has both Australian and international experience in aviation infrastructure delivery, including in New Zealand, the United Arab Emirates, Asia and the Pacific Islands. Christine is also a Director of Auckland International Airport, Unison Networks Ltd and Unison Contracting Services Ltd. In December 2019, she also became Chair of Isthmus Group Ltd.



Mr John Weber

Non-executive Director
(appointed November 2017)

John is Chair of Airservices Australia as well as a Director on several Boards. These include Australian Maritime Systems Group and Dimeo Group.

John is also on the Global Advisory Board of Elevate Services, a global technology and consulting company, and on the Advisory Board of RedEye Apps, a digital technology business. 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 several public, private and not-for-profit organisations.

John holds a Bachelor of Laws from the Australian National University.



Despite the challenging and unprecedented time facing the aviation industry, the Qantas Group remains committed to working collaboratively with Western Sydney Airport. Such collaboration will ensure we have a competitive and vibrant Australian aviation industry into the future.

Alan Joyce, Chief Executive Officer
Qantas Group



1. Our direction

Purpose

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

Core values



Safety



Inclusion



Courage



Integrity



Pioneering



Passion

Culture

Empowered to deliver

Strategic outcomes



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



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



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

Vision

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

The Directors of Western Sydney Airport present the 2020-21 Corporate 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. This plan covers the period of 2020-21 to 2023-24 and is prepared in accordance with Section 95 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

2. Our current operating context

Our industry tackled some immense obstacles this year, first with the bushfires and then the COVID-19 outbreak. Both these issues affected the domestic economy, but the Australian community is resilient, and so are we. We are focused on maintaining our long-term strategic plans and preparing for when the aviation industry starts to grow again.

Resilience despite the COVID-19 storm

This pandemic has sent shock waves around the world. The Western Sydney Airport team, including our major works contractors took swift action to ensure that the project remained on schedule. Construction activity has continued on-site mostly as usual during this trying time. We have been able to do this by:

- putting social distancing measures in place
- adjusting rosters to keep each other safe
- adding in extra hand-washing and hand sanitiser stations

Consistent with the aviation industry globally, Australian airports and airlines have experienced significant business declines. International travel bans, state border closures and quarantine measures mean the industry is on pause.

However, we know air travel is deeply entrenched in Australian culture. And since most international travellers prefer to fly to reach our shores, we are confident that demand will be back to normal by the time the airport opens in late 2026. Our airport is also important in helping to ease congestion pressures on other Australian capital city airports, which will likely continue once the pandemic has passed.

Perhaps most importantly, the jobs and investments our project is creating are now even more critical for Western Sydney's post-COVID-19 recovery.

Positively impacting the Western Sydney region

Western Sydney is growing faster than the rest of Sydney, with



We partner with Settlement Services International to mentor refugees and migrants in the community.

1.5 million people likely to live in the Western Parkland City within the next 20 years. We understand that our project will generate many jobs and that this will create such a positive economic impact for this vibrant community.

Connecting with people and businesses in the area has given us valuable insights. These insights have then helped us to understand which developments will have the biggest and fastest benefit for the region and its employment opportunities. See overleaf for more detail on this topic.



Western Sydney Airport has become a genuine, committed and supportive partner. Together we're making a meaningful impact on individuals and families from refugee and migrant backgrounds.

Naushin Rahman, Corporate Partnerships and Fundraising Manager, Settlement Services International

Infrastructure's role in rebuilding the economy

Infrastructure Australia – Australia's independent infrastructure advisory body – has named our project as one of only six high-priority infrastructure projects. This is because Western Sydney International (Nancy-Bird Walton) Airport will not only solve Sydney's long-term aviation capacity needs, but importantly will spark much needed job creation, business opportunities and investment in the region.

Australia is in the middle of an infrastructure boom. The Australian Government is investing \$100 billion over 10 years in transport infrastructure alone. The NSW Government is delivering the largest transport infrastructure program in the state's history, with \$55.6 billion being invested over four years.

The 'multiplier effect' means that every dollar invested in airports, roads, rail and other infrastructure projects is worth even more for the economy. Large infrastructure projects mean there is work for tradespeople and contracts for businesses of all sizes, many of them small or medium family-owned operations. These workers and businesses then spend this money across the economy, multiplying the benefits of the original infrastructure investment. This means infrastructure will play a key role in rebuilding both the national and state economies.

So now, more than ever, investment in construction and infrastructure projects like ours is essential.

The airport is the catalyst for several transport and roads infrastructure projects in the region. They are each in various stages of planning and construction, but will all have a positive effect on accessibility in and around the airport. These projects include:

- the M12 motorway
- upgrades to roads around the airport delivered through the Western Sydney Infrastructure Project
- the upgrade of Elizabeth Drive
- the Sydney Metro – Western Sydney Airport rail line

These projects alone represent more than \$15 billion of investment

in Western Sydney. Despite the infrastructure boom and the many other projects underway across NSW and Australia, Western Sydney Airport continues to generate strong interest. This is the reason we have been able to attract high quality suppliers and team members to our project.

Effectively working together

We need to work with many stakeholders to build a world-class airport that passengers and airlines enjoy using, and which creates jobs and business opportunities across the region. Building an airport on time and on budget requires everyone involved to work together efficiently and effectively.

That is why we will continue to work closely with all three levels of government, including:

- the Department of Infrastructure, Transport, Regional Development and Communications, and the Department of Finance
- various border protection and aviation safety and regulation agencies
- the NSW government and state government agencies such as Transport for NSW, Western Sydney Planning Partnership and the Western City and Aerotropolis Authority
- local governments across Western Sydney

This is in addition to Western Sydney's business and community sectors, to ensure the region gets the most out of the airport.



Penrith is excited to be on the doorstep of the most transformative infrastructure project Western Sydney has seen. As the closest city centre to the airport, and connected by the Sydney Metro – Western Sydney Airport from day one, Penrith has a front row seat to boundless opportunity.

Warwick Winn, General Manager
Penrith City Council



The construction of Sydney's new airport is creating local job opportunities.

3. Our strategic priorities

Areas of focus

Based on our operating context for the coming year, our three key areas of focus are:

- building the infrastructure
- building the business
- building your future

These areas align to our purpose and help us achieve the strategic results we detailed in Section 1. We will undertake key activities within our areas of focus, as outlined below.

3.1 Building the infrastructure

This focus area is about building the airport precinct, including the terminal, runway and other aviation infrastructure, as well as our on-airport business park and internal roads. It is a huge undertaking, but we are thrilled to be more than 18 months into construction and building toward our peak construction period.

Earthworks

Before we can start building, we need to move earth, add drainage and evolve the site into a safe, smart construction zone. We broke this work down into two phases:

- early earthworks (now complete)
- major earthworks

The major earthworks phase includes:

- physically moving just over 23 million cubic metres of earth (around two thirds of the overall site) to flatten the ground for constructing the runway, terminal and other key parts of the airport precinct. Together with early earthworks, this amounts to 25 million cubic metres of earth moved on site
- surveying, investigating and carrying out salvage works
- removing existing roads, fencing and redundant electricity, gas and water cables and pipes

- constructing temporary site facilities (such as site offices, car parks and access roads) as the project grows
- installing permanent and temporary drainage

Finding future construction partners

Over the coming year our procurement focus will be bringing onboard an experienced, capable and safety-focused construction company to start work on building our terminal.

We will also start the search for construction industry partners for the two remaining major work packages: landside civil and building works, and airside pavements and civil works.

Construction site management

Bechtel, our delivery partner is a key part of our team and they will continue to support us in managing the construction site. They work with us to help responsibly manage the project's budget, timing, risk and quality, as well as:

- site health and safety
- environment
- engineering
- construction partners

Additionally, Bechtel is our project management partner for this 'definition' phase of the project, which we expect to finalise by the end of 2020. This is when we will have the terminal and wider airport precinct fully designed.

Bechtel has been pivotal in helping us to define all major project design and construction contracts.

Environmental focus

Protecting the environment is a must – not only throughout the

construction phase, but also into airport operation and beyond.

During the major earthworks phase, we will monitor how well we are delivering the nine Construction Environmental Management Plans (CEMPs). Additionally, we will integrate lessons learnt during the early earthworks phase, so we continuously improve.

We will also check that we meet all regulatory compliance requirements and the original environmental plans set out for this project.

3.2 Building the business

This focus area is about defining what our business will look like when the doors (and skies) open in 2026, and beyond. Western Sydney Airport will be a business focused on three separate areas:

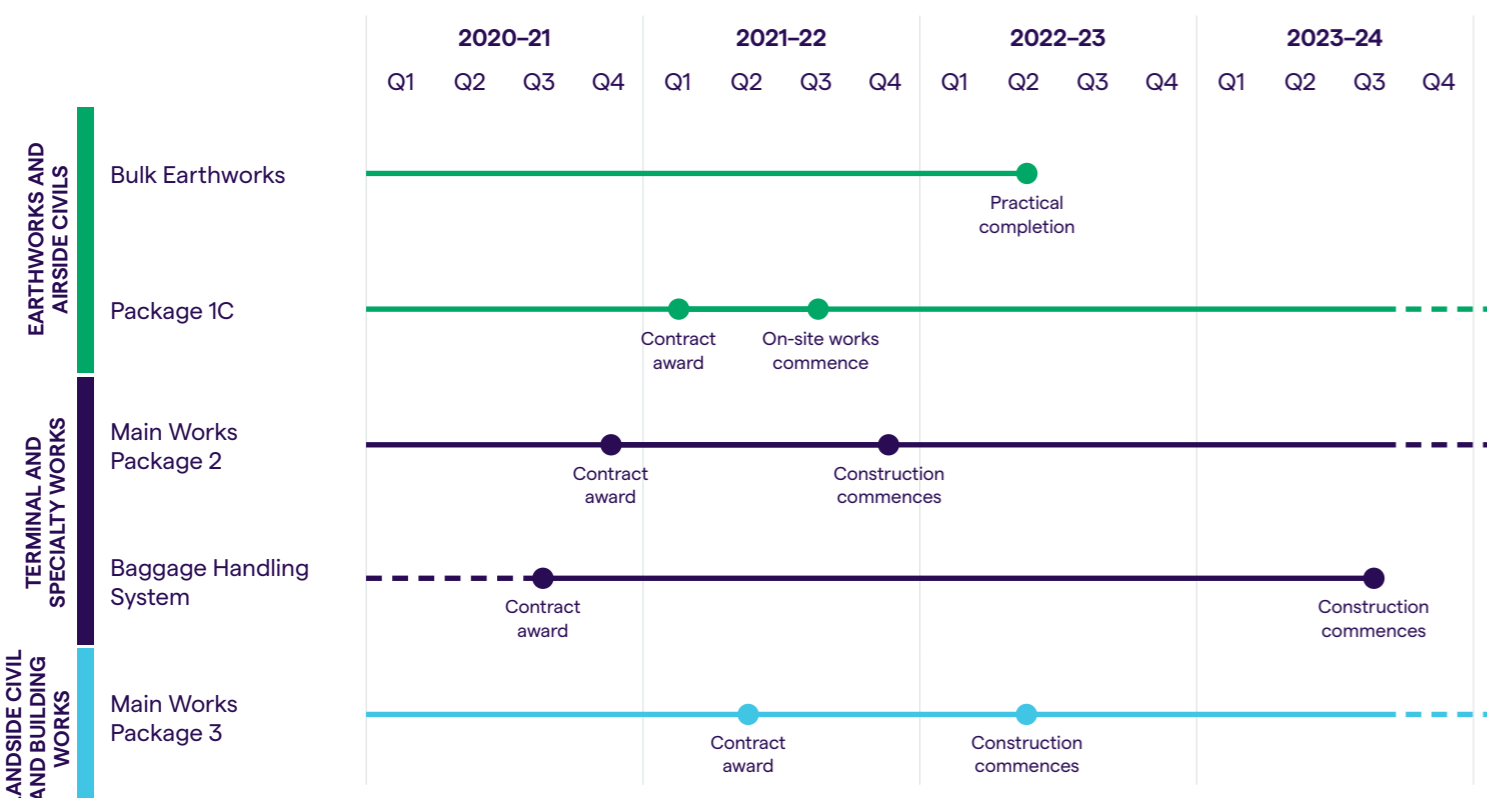
- airport owner and operator
- property developer
- customer service provider

We will also keep playing a role in developing the Western Sydney region. Western Sydney International Airport is a catalyst for bringing the Western Parkland City vision to life.

Additionally, we will work hard during the period on commercial activities, the path to operations and a technology plan that differentiates the airport. This work will feed directly into the infrastructure delivery contracts we need to award, and determine our overall business model over time.

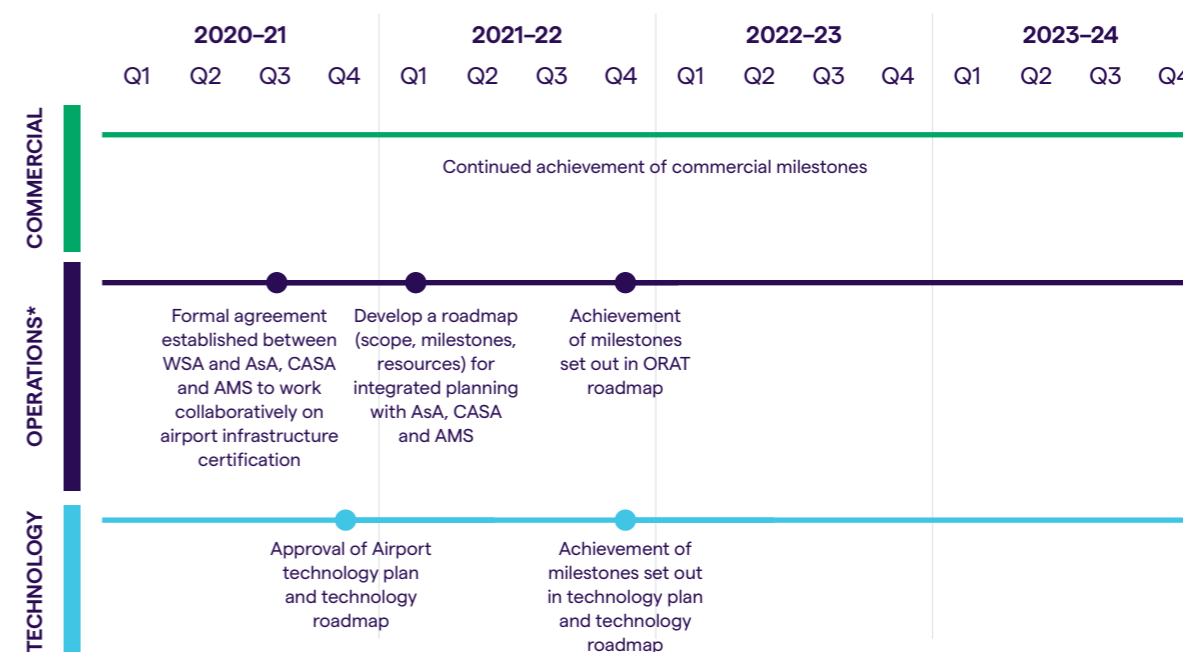
Accomplishing all this is the basis for our new performance outcome: Developing the business (see Section 6).

Key project milestones and activities



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.

Key business milestones and activities



*WSA - Western Sydney Airport
 AsA - Airservices Australia
 CASA - Civil Aviation Safety Authority
 AMS - Aviation and Maritime Security
 ORAT - Operational Readiness, Activation and Transition

Airport owner and operator

We know that, as an airport owner and operator, we want to provide airlines with:

- 24/7 curfew-free slots
- less terminal and airside congestion
- many ways for passengers, cargo, people and employees to connect to the airport

Beyond this, we will continue to engage with the people and organisations who will use the airport. We have already gained valuable insights from discussions with over 60 airlines and airports, and many other aero and non-aero businesses.

In the year ahead, we will use these insights to inform the design of our airport, transport networks, retail spaces and business.

Property developer

We want to provide the best opportunities for businesses in line with planning efforts for the broader Western Sydney region. We have gathered feedback from our airline, cargo, community, retail and business partners. Their feedback will provide input into the development of further plans to meet their property needs in a commercially attractive way.

Western Sydney International is the catalyst for Western Sydney's socio-economic development, and property planning plays a critical role. In the coming year, this planning will begin to focus on specific aspects such as ensuring utility (for example, electricity and water) connections

are available for the airport, other businesses on the site, and the region.



Customer service provider

We want to delight every customer who interacts with the Western Sydney International (Nancy-Bird Walton) Airport. To do this, we are designing a customer journey that focuses on:

- speed
- great service
- cost-effectiveness
- fitness for the future

During the period, we will define how this will come together. We plan to anchor our business operations around our customers: passengers, airlines, cargo companies, aviation service providers, retailers, property managers and developers. We will also leverage marketing strategies that are based on customer and market research, ensuring a customer-focused conversation can take place.

3.3 Building your future

This focus area is all about you and your future. As the project ramps up, we understand the community wants to learn more about the airport, its benefits and impacts, and how it will be a sustainable part of Western Sydney's future.

We know this must be a meaningful, two-way conversation, so we are determined to make sure there are many ways you can ask questions about what the airport will mean for you and your family.

Community

We are building Western Sydney's airport, so it is important to us that we contribute to the community's social fabric and play a part in giving the people of Western Sydney the opportunities they deserve.



Visitors to our Experience Centre at Luddenham can learn about Sydney's new airport and see it being built.

We invite you to our Western Sydney International Experience Centre to make your way through a series of interactive displays. You will learn about our region and its people, and understand the opportunities that Sydney's new airport will create. The Experience Centre offers a great view of the earthworks project and the future airfield too.

We have welcomed over 6,000 people to the centre in its first six months, and their feedback and insights will help us deliver an even better experience this year.

We are also engaging with the community in many other ways:

- our dedicated on-site community engagement team. They are in charge of communicating closely with communities around the site, and answering questions in person or via our telephone and email contact channels, but most importantly, ensuring we remain a considerate, proactive neighbour.
- working with the Forum on Western Sydney Airport (FOWSA). This initiative links the community, the government and our organisation during these planning and construction phases.
- setting up information stands around Western Sydney. You will see us at local events, from the

Hawkesbury Show to the Festival of Fisher's Ghost, as well pop-up stands at shopping centres and other popular locations.

- keeping school students engaged. Whether we are visiting local schools to talk about construction safety, attending careers expos to talk about airport jobs of the future or welcoming excursions to the Experience Centre, we want to make sure the region's young people know what the airport means for their future.

We are continuing to roll out our Aboriginal Engagement Master Plan in the coming year to proactively ensure that building and operating the airport provides opportunities for First Australians. More than this, we want to ensure that the project respects and honours past, present and future Aboriginal culture. Driving Aboriginal engagement in business, education and employment, and including Aboriginal perspectives in Western Sydney International's design is an ongoing priority for our team. In the coming year, we will also focus on proactively managing our partnerships with government, industry and community stakeholders. These groups are equally focused on driving economic and social prosperity in Western Sydney.

Our project is closely associated with the Western Sydney City Deal – a historic agreement between eight local councils and the state and federal governments. The City Deal will maximise the benefits of the airport through supporting infrastructure, environmental, educational, liveability and a multitude of other initiatives.

Sustainability

We understand that our community, as well as our future passengers and airline and cargo customers, expects the airport to be sustainable. So, in the coming year, we will continue to work with designers and engineers to keep sustainability in mind throughout:

- airport design
- construction
- operations (once we open)

Our commitment to the Infrastructure Sustainability Council of Australia (ISCA) and Green Star ratings also means ensuring main works contractors have a proven sustainability track record before we award them the job.

Initiatives will include ensuring mobility-impaired passengers feel welcome and providing a seamless, efficient airport experience for both passengers and airlines. These initiatives will help us to achieve the strategic priority of delighting our customers (see Section 1).



We engage with the community about their airport at local festivals like Campbelltown's Festival of Fisher's Ghost.

4. Our people and capability

Western Sydney International Airport will be a major catalyst for growth and development in the region. One of our important objectives is to establish our organisation as an employer of choice by continuing to create a safe, engaging, productive and flexible working environment.

We are committed to ensuring that the airport generates the right economic and social benefits for the greater Western Sydney region by:

- using local suppliers and employing local resources where possible and cost-effective
- creating opportunities for Indigenous workforce and suppliers, learning workers, including trainees, apprenticeships and workers training to upgrade their qualifications and skills
- collaborating with the education sector, including TAFE, university, and Registered Training Organisations (RTOs) where appropriate
- encouraging a diverse workforce, including women in non-traditional roles, women in leadership, socially and economically disadvantaged people, and people with a disability
- continuing to partner with construction contractors to develop innovative programs

With safety as our highest priority, we will continue our employee wellness programs and activities. We will also keep building a workplace that fosters a growth mindset, flexibility and high performance. This is an approach that centres on results and brings our values of safety, integrity, inclusion, pioneering, courage and passion to life.

As a result, we will develop a high-performing, capable and agile workforce that is 'empowered to deliver'.

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

Workforce	Target	*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.
Residents of Western Sydney	30% during construction 50% during operations	
Indigenous workforce	2.4%	
Diverse workforce*	7.6%	
Learning workers	20%	



Western Sydney International Airport was introduced to the world's airlines as a new approach to Sydney at the World Routes Conference in Adelaide.

5. Managing our risk

We aim to create a strong, positive risk culture – one that promotes an open, proactive approach to managing risk, especially on a project of our size.

To foster this culture, our Board of Directors and management team are committed to implementing a strong risk management framework that considers both threats and opportunities. This approach allows us to identify, assess and manage risk across the company. It also aligns with our commitment to a culture that prioritises and values safety across all aspects of delivery and operation.

The COVID-19 pandemic has severely disrupted the aviation industry as well as the economy and society more generally. The uncertainty looks set to continue for some time to come. Whilst the domestic path to recovery is becoming clearer, the future development of international and the impact on airlines and airports remains cloudy. In response to COVID-19, we developed a business continuity plan which seeks to maintain the momentum of the project whilst safeguarding the safety of our employees, partners, contractors and the general public. We will continue to capture and assess information and adjust our plans, both in terms of project delivery and ensuring the airport design accommodates changing requirements.

We manage a robust risk profile and have established control frameworks for risks that have the potential to affect the company's performance. These risk areas include:

- **Health, Safety and Wellbeing:** risks affecting the health, safety and wellness of our employees, contractors and the communities in which we operate
- **Environment:** risks affecting our impact on the environment
- **Sustainability:** risks affecting our ability to achieve sustainability objectives
- **Governance, Legal and Compliance:** risks affecting internal governance processes, fraudulent or corrupt behaviours and meeting regulatory compliance
- **Strategic:** risks affecting the delivery of our strategy and overall business success
- **Financial:** risks affecting shareholder value and our project's or business's overall financial stability
- **Commercial:** risks impacting our revenue and the value of both the business and the airport
- **Stakeholder and Reputation:** risks affecting community and stakeholder expectations and the ability to build the good will of the organisation
- **People and Capability:** risks affecting how we attract and retain talent, and our employees' ability to do their jobs
- **Security:** risks affecting our physical security management and business resilience
- **Cyber Security:** risks from breaches of, or attacks on, our information systems
- **Technology:** risks that threaten, or are as a result of, the technology environment
- **Design and Delivery:** risks affecting our ability to deliver the project to scope, on time and within budget
- **Operations:** risks affecting our ability to operate the business

In addition, a key part of our management structure is the Audit and Risk Committee. This committee sets out the charter for managing risk in each of the areas above, and assesses new risks brought to their attention.

We aim to manage and control all risks to minimise any negative impact, and our approach allows us to understand foreseeable risks so that effective decisions can be made despite uncertainty. This kind of effective risk management is essential for any organisation's success, and for successfully delivering any project.

In managing our risks, we strive to meet the highest standards through our framework, which is why we hold ourselves to AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines on implementation (ISO 31000), an internationally benchmarked standard.



6. Measuring our performance








To ensure we are holding ourselves accountable against our strategic priorities (see Section 1), we have set a range of performance measurements and targets.

In the coming year, it is important to align these performance measurements with the project's early delivery phases. It is particularly

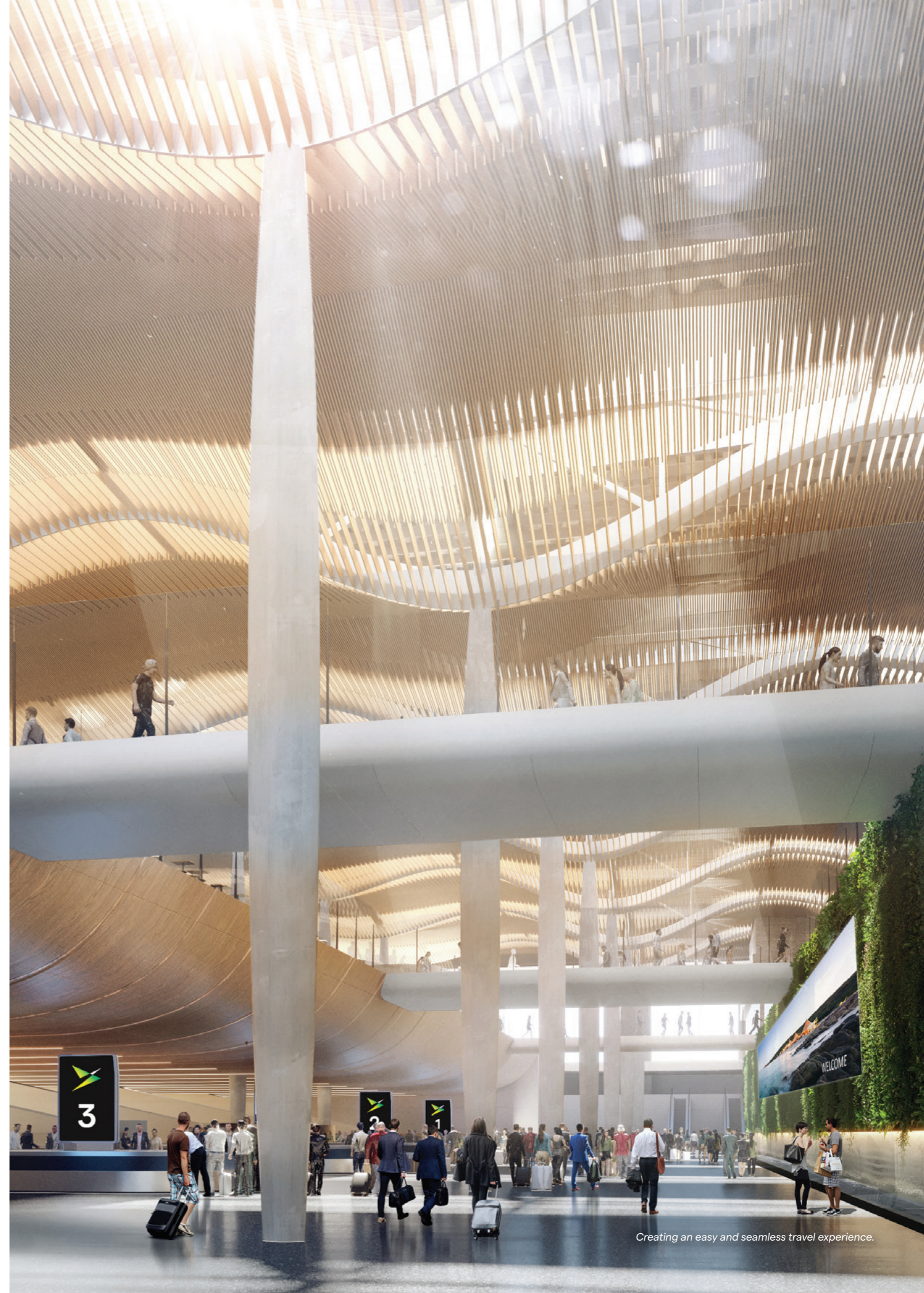
important to track how we are performing against the following areas:

- safety record
- employee engagement
- infrastructure delivery
- building the business
- financial performance

- environmental performance
 - community engagement
- We track both financial and non-financial performance because both dimensions are critical to our success. We will then review our performance against these targets each year, to make sure we remain focused, relevant and effective.

	Performance outcome	Measure/Target	2020-21 target:	2021-22 onwards:
	Safety record This measures our success in cultivating and reinforcing a safety-first, prevention and protection mindset amongst our employees, contractors and consultants.	Measure: Total Recordable Injury Frequency Rate (TRIFR)	2020-21 target: TRIFR < 5*	2021-22 onwards: TRIFR < 5*
			*Industry benchmark	*Industry benchmark
	Employee engagement This measures our success in engaging with the team, fostering agility, engaging leadership, talent focus and commitment to roles.	Measure: Employee engagement score	2020-21 target: Uplift to 3% above the Australian benchmark	2021-22 onwards: Annual uplift in employee engagement score
	Infrastructure delivery This measures our success in achieving the key project milestones for building the infrastructure laid out in this plan.	Measure: Completion of key project milestones within the specified timeframes	2020-21 target: Completion of infrastructure delivery priorities for the financial year	2021-22 onwards: Completion of infrastructure delivery priorities for the relevant financial year
	Environmental performance This measures our success in effectively executing the Construction Environmental Management Plans (CEMPs) throughout the delivery phases of the airport.	Measure: Prevention of material harm to the environment	2020-21 target: Nil Environmental Protection Orders issued by the Airport Environment Officer	2021-22 onwards: Nil Environmental Protection Orders issued by the Airport Environment Officer
	Developing the business This measures our success in achieving the key business milestones for building the business laid out in this plan.	Measure: Completion of key business milestones within the specified timeframes	2020-21 target: Completion of business priorities for the financial year	2021-22 onwards: Completion of business priorities for the relevant financial year
	Community engagement This measures our success in engaging with the community and their subsequent awareness and support of Western Sydney International (Nancy-Bird Walton) Airport.	Measure: Community engagement index	2020-21 target: Maintain at least the 2019-20 result of 65%	2021-22 onwards: Maintain the index at 65% or more
	Financial performance This measures actual expenditure relative to budgeted forecasts.	Measure: Variance to budget	2020-21 target: Expenditure within budget	2021-22 onwards: Expenditure within budget

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.



WSA Co Limited

ABN 81 618 989 272

PO Box 397

Liverpool NSW 1871