

Corporate Plan

2021-22

Western Sydney International Airport





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's message



Paul O'Sullivan
Chair

Each year, Western Sydney Airport's Corporate Plan presents an ambitious agenda for the year ahead. This Corporate Plan, our fifth since the organisation was established by the Australian Government, builds on the strong momentum we have achieved since start-up in late 2017.

Despite the enormous challenges that COVID-19 has brought, I am pleased to say that the team working together to bring Western Sydney International (Nancy-Bird Walton) Airport to life has continued to perform strongly. The project remains on track to open to international and domestic passenger flights and air cargo operations in late 2026.

In developing Sydney's new airport, we remain committed to delivering on three key objectives for the Australian Government:

- Creating much-needed aviation capacity for the Sydney basin to safeguard the growth of Australia's global city decades into the future
- Establishing a world class, digitally enabled international airport designed with customer experience at the core, with easier access through new and upgraded road and rail infrastructure
- Creating thousands of high-quality jobs for the around two and a half million people living in Western Sydney, through direct employment at the airport and through the high-tech businesses attracted to the new city of Bradfield being developed by the NSW Government adjacent to the airport.

To date, we have awarded several major contracts required to construct the airport, including major earthworks, the passenger terminal design-and-construct contract and the contract to design, operate and maintain our baggage handling system.

In the financial year 2021-22, we are on track to complete the award of further major contracts that will secure the timeline and financial budget for the airport, including:

- Airside civils, which includes construction of the runway and taxiways
- Landside civils, which includes construction of the car parks, access roads, utility connections and a number of support buildings
- Technology master contract, which will provide coordination and integration across the hundreds of IT systems required to operate and optimise the airport.

Our airport's defining structure, our integrated international and domestic passenger terminal, will begin to take shape this year. Along with our cargo precinct, the terminal will be the realisation of many of the promises we've made to the Western Sydney community about the airport. It will be a building Western Sydney will be proud of, a physical symbol of the energy and dynamism of the local community.

The number one priority for the Board and management continues to be the relentless pursuit of the highest safety standards for our workforce and the community. To date, our safety record has been encouraging, but we must not lower our guard as we bring on new major contractors, particularly as the start of terminal construction represents a change in the nature of the safety challenge ahead.

Our company also has a strong focus on driving diversity throughout our business. We're building Western Sydney International in one of the most diverse communities in Australia and our business will be more effective by ensuring we reflect the community we serve.

Our Diversity Action Plan includes a focus on cultural diversity, creating a workplace that promotes equality and inclusion, ensuring employment opportunities for those living with a disability, promoting women in leadership and non-traditional roles, and building links to ensure proper representation of Aboriginal Australians. We are especially conscious that we operate in a region with one of the largest populations of First Australians in the country.

More than any infrastructure project I can recall, the development of Western Sydney International relies on collaboration with all levels of government. Only with this collaboration can the project bring to life a highly liveable Western Parkland City, enabled by a workforce with 21st-century skills and modern social and transport infrastructure. I would like to thank all sides of our federal, state and local governments for their vision and support in realising Western Sydney's potential.

On behalf of our team, I would especially like to acknowledge the public servants who have done so much to ensure the airport project started and remains on track. Their significant contribution is too often less visible, however each and every nationally important infrastructure project relies on their expertise and dedication.

Together, we are creating a better future for our community with Western Sydney International proudly at the centre.

Paul O'Sullivan
Chair

CEO's message



Simon Hickey
CEO



Developing a greenfield airport is a unique opportunity to apply learnings from the experiences of airports and their customers across the world.



Each day, as I have the privilege of leading the team bringing to life the incredible vision for Western Sydney International (Nancy-Bird Walton) Airport, I am struck by the strong connection our people have with our purpose to be a catalyst for social and economic benefits across the region.

As we look ahead, it is important to recognise the incredible progress achieved on the project, including the 50 per cent earthworks completion. The commitment, passion and expertise of our workforce has contributed to this success and will remain central to keeping the project on track.

Over the course of the year, we will award the remaining major construction projects, as well as our crucial airport technology contract. This marks the end of an ambitious period of significant procurement. It's one that has been defined by the highest standards of probity and strong commercial outcomes, despite the pressures of a booming infrastructure market.

The start of the passenger terminal precinct's construction will be another important milestone in developing the airport. While the continuing development of the airport infrastructure is essential to bringing to life this vision, accelerating customer and commercial development will also define this financial year.

Developing a greenfield airport is a unique opportunity to apply learnings from the experiences of airports and their customers across the world. More importantly, it provides an opportunity to look forward to the five years until operations begin, and consider how tomorrow's technology

will come together with an incredible airport design. This will be largely driven by digitally enabled operations and outstanding customer service to offer an experience that is a unique, compelling proposition for passengers, airlines and air cargo operators.

In terms of air cargo, we will build on the strong foundation of our engagement with our twelve air cargo-related MOU partners to advance market engagement to help define our air cargo precinct.

While the Delta variant has created unprecedented challenges across Australia, particularly for aviation and construction, we will continue to ensure our COVID-19 safety plans place the safety and wellbeing of our team and the community above all else. Our construction site continues to create employment, operating in line with health order capacity restrictions and vaccination requirements.

My colleagues on Western Sydney Airport's executive leadership team and I all take personal responsibility for the project's safety performance. We will continue to drive a proactive safety culture by engaging with our workforce and empowering them to constantly improve our safety frameworks.

Western Sydney Airport is a part of the community. To reflect this, we will continue our focus on diversity

and inclusion in our team. We will also ensure that our community partnerships and workforce initiatives lead to the airport's social and economic benefits beginning now, years before the first aircraft lands.

The launch and implementation of our first Reconciliation Action Plan this financial year is also an important milestone for our organisation. This plan embodies our commitment to ensuring that Western Sydney Airport creates opportunities for Aboriginal people and contributes positively to Australia's reconciliation journey.

Maintaining our strong collaboration with all levels of government will continue to be one of our highest priorities in enabling the airport and delivering the infrastructure and planning required to ensure the region's success. Almost as critical will be our focus on the two-way dialogue with the community about the airport that we value so greatly.

It is my pleasure to present Western Sydney Airport's 2021-22 Corporate Plan. This is how we intend to continue our journey to deliver a world-class, sustainable airport precinct for the people of Western Sydney and beyond.

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 WSA Co Limited and was appointed in August 2017. 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 the Chair of Singtel Optus Pty Ltd and ANZ Banking Group, and a Director of St Vincent's Health Australia and Australian Tower Network Pty Limited.



Mrs Fiona Balfour
Non-executive Director
(appointed August 2017)

Fiona's executive career was in aviation, information and telecommunication services, and distribution and logistics. She is a Non-executive Director for the Australian Broadcasting Corporation (ABC). She is also a Nominee Director acting for the Public Sector Investment Board of Canada at each of Land Services South Australia and Airtrunk Limited and its associated entities in Australia, Singapore, Hong Kong and Japan.

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

Fiona holds a BA (Hons) from Monash University, a Graduate Diploma in Information Management from UNSW and a MBA from RMIT University.



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 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 is a Director of NSW Catholic Schools Ltd, and a member of the NSW Public Service Commission Advisory Board and the Sydney University Senate Audit and Risk Committee and People and Culture Committee.

Vince also sits on the Board of the Australian Rail Track Corporation and Western City Parklands 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 a tourism business leader with over 15 years' experience who has a passion for the Blue Mountains and Western Sydney, having lived and worked there her entire life. She is the Managing Director of Scenic World, a third-generation family business that has operated in the Blue Mountains for over 70 years.

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, and has previously served as a Director of Blue Mountains Economic Enterprise, and the Australian Amusement, Leisure and Recreation Association.

Anthea holds a Bachelor of Mechanical Engineering from the University of NSW, and is a Graduate of the Australian Institute of Company Directors.



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.

Christine 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, Unison Contracting Services Ltd and NZ Windfarms Ltd; and is 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 of AMS Group and Dimeo Group.

John is an advisor to the CEO of RedEye Apps, a digital technology business. He was Chief Executive and Board Member at 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



This airport is the centrepiece of Western Sydney's future prosperity. We expect it to support almost 28,000 direct and indirect jobs by 2031 through connecting businesses to national and international markets.

The Hon Paul Fletcher MP on Western Sydney International



1.

Our direction

Purpose

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

Vision

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

The Directors of Western Sydney Airport present the 2021-22 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 2021-22 to 2024-25 and is prepared in accordance with Section 95 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Strategic priorities



Building the infrastructure



Building the business



Building your future

Strategic outcomes

Develop a world-leading airport business that delivers on shareholder objectives

First choice for our customers while delivering sustainable commercial outcomes

Be a catalyst for our communities' social and economic development

Core values



Safety



Inclusion



Courage



Integrity



Pioneering



Passion

2.

Our operating context

Aviation and COVID-19 update

While the impact of the COVID-19 pandemic has been significant and far-reaching, particularly on the aviation sector, the need for Western Sydney International (Nancy-Bird Walton) remains strong. Forecasting by IATA (the International Air Transport Association) predicts global air traffic recovering to 2019 passenger levels by 2023, three years before WSI begins operations. Whilst this timeline remains subject to the success of the global vaccine rollout, the suppression of new strains and the consistent and coordinated reopening of global country borders, early signs suggest pent-up demand exists. The results of surveys conducted across key countries like Australia, the USA, China, Japan and the UK reflect a healthy desire for domestic and international travel, which will support the global aviation rebound.

Within this global context, Australia is well placed as a fertile market for growth. Australians love to travel, and this desire has historically driven strong demand. Demand recovery is likely to come from those visiting friends and relatives (VFR) and leisure travellers first, as people look to reconnect with loved ones and explore the globe. Business travel is expected to gradually recover thereafter, as economic confidence across industries improves more broadly.

WSI will have the third-largest catchment of any Australian airport from Day 1 of operation. Furthermore, this catchment will be made up of one of the most culturally diverse populations in Australia. This diversity means WSI will be well placed to harness the catchment mix as one of the drivers of the airport's early growth.

Western Sydney and the role of infrastructure

Both the Australian and NSW Governments have been clear about

While the impact of the COVID-19 pandemic has been significant and far-reaching, particularly on the aviation sector, the need for Western Sydney International (Nancy-Bird Walton) is as strong as ever.



the important role that infrastructure development will play in economic recovery from COVID-19. Western Sydney International is one of the Australian Government's flagship infrastructure projects. It's also the catalyst for billions of dollars of further social, transport and liveability investment in the region. This means our role in the economic recovery will be significant.

Western Sydney International will offer a direct benefit to the community by providing a platform for essential growth in Sydney's aviation capacity. It will also directly create thousands of jobs, both during construction and at the airport and the on-airport business

park from late 2026 onwards. But perhaps even more powerful will be the flow-on benefits of the project.

The NSW Government is developing the Western Sydney Aerotropolis around the airport. This project is set to attract job-creating businesses in the advanced manufacturing, science and education sectors. Additionally, the opportunities for businesses to grow and create jobs through supplying the airport and aerotropolis will further compound the economic benefit.

Western Sydney is one of the fastest-growing parts of Australia, and is expected to grow to 3 million residents by 2036. Infrastructure

development is essential to support this growth. In fact, with more than \$15 billion of investment in ground transport and road infrastructure, the airport has already played a significant role in stimulating infrastructure growth in the region.

In 2021, Infrastructure Australia reiterated its position that the development of Western Sydney International is one of only six high-priority projects nationwide. Furthermore, the airport project is supported by another high-priority project, the new toll-free M12 motorway, as well as several other high-priority initiatives.

Every dollar invested in airports, roads, rail and other infrastructure projects has compounding benefits in our community. Large infrastructure projects create work for tradespeople and contracts for businesses of all sizes, many of which are small or medium family-owned operations.

These investments have become more important in recovering from the economic impacts of the pandemic, along with existing climate-related challenges such as drought, floods and bushfires. Infrastructure development cushions the impact of economic shocks, bringing certainty to many households, while delivering on our community needs.

Together, these effects underline why, now more than ever, the development of Western Sydney International is so important – for the region, for Sydney, for NSW and for Australia.

Effectively working together

We cannot deliver Western Sydney International airport alone. Delivery requires effective collaboration across several key government agencies, in addition to support from business, industry and the community sector. To drive this support, we will work with all levels of government, as well as other stakeholders, including the following:

- **At a federal level**, we will continue to engage with federal agencies to inform the design and operations of the airport. Notably, this includes border agencies within the terminal, and for Airservices navigation and firefighting facilities around the site.

- **At a state level**, we will continue to work with transport agencies to integrate public transport systems into the airport precinct. This includes Sydney Metro (regarding our rail connections), and Transport for NSW (regarding road network development and rapid bus services to key Western Sydney centres). It also includes collaboration on road network development.

- **At a local level**, we will continue to engage with local councils on issues relevant to the airport, including planning, transport and regional economic development. We will also build on our strong existing relationships across the region's business, industry and community sectors. This will not only improve the airport's development, but also ensure that the region maximises the benefit from the opportunities WSI will provide to its people and businesses.



[We are seeing] when constraints are relaxed or removed, there is very strong pent-up demand. That is what happened in Europe last summer and what we saw in Australia in February. So we are optimistic that as we go through the health crisis associated with the pandemic and these restrictions are relaxed or removed, passenger traffic will recover strongly.

Willie Walsh, Director General IATA on post-pandemic global air travel demand



Airspace development

The Department of Infrastructure, Transport, Regional Development and Communications is responsible for airspace and flightpath design for Western Sydney International. The airspace design is also being overseen by a range of aviation experts, including Airservices Australia and the Civil Aviation Safety Authority (CASA).

The Department reports that flight path design for Western Sydney International is progressing well and is on track for the airport's scheduled 2026 opening.

Once the preliminary airspace design is finalised, the Department will proceed with the environmental assessment phase, including public exhibition, which is when the community will have the opportunity to provide a submission. Airservices Australia will lead the detailed airspace design, including preparing the airspace change proposal for final approval by CASA. This process provides independent checks and balances, as well as an opportunity to incorporate community feedback.

Airspace design is complex and requires a careful and thorough process to get it right, ensuring it balances competing needs from the community, industry and users of Sydney's airspace, while maintaining safety as the priority.



3

Our strategic priorities

Our key activities for 2021-22 will fall into three main focus areas:

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

Together, these areas underpin our purpose: to generate social and economic prosperity in Western Sydney by working together to safely deliver a thriving airport business.

3.1 Building the infrastructure

Infrastructure delivery includes planning and building all elements of the airport precinct, such as the terminal, runway and other airside and landside elements.

Our earthworks are now well advanced, and they recently passed the halfway mark in March 2021. This means we've made strong progress on what is one of the largest

earthworks projects in Australian history, which remains on track for completion within our expected timeframes.

In addition to the ongoing earthworks, terminal construction will begin, meaning that this defining element of Western Sydney International will start to take shape. We will also finalise procurement of the remaining major works packages. This will involve awarding contracts for runway development (included in our airside civil and pavements contract) and landside civil and building works.

Major works packages

The final three major construction contracts for Western Sydney International are:

- Terminal Works Package – including the terminal building, forecourt, approach roads, carparks and apron works.

- Airside Works Package – including the runway, taxiways, perimeter roads and fencing, high voltage services, and navigation equipment and aids.
- Landside Works Package – including the main roads to the airport, landside and airside support buildings, and water and sewer utilities. Landside works will also include major interface activities with the M12 roadway and the Sydney Metro–Western Sydney Airport train line.

After we awarded the contract to Multiplex in June 2021, the terminal construction project is set to begin with early work starting by the end of 2021. We expect to award the remaining major construction contracts by the second quarter of 2022, and then terminal construction works will start during the 2021-22 period.

Bechtel will continue to play a key role as our delivery partner. They will leverage

their decades of airport delivery experience globally to support us in managing the construction site and ensure effective integration between our major works contractors. These activities will ramp up over the reporting period, supported by a focus on worker health and safety as our number one priority.

Across all construction packages, we will continue to follow NSW health orders, including capacity and vaccination requirements, to ensure the safety of our workforce and community remains our highest priority.

Environmental focus

Developing major infrastructure such as Western Sydney International provides countless ongoing benefits to communities, but we must carefully manage the impacts of construction. Communities around the airport site can have confidence

in the strong mechanisms and layers of independent, expert testing and auditing we have put in place. These measures ensure we minimise any impacts of airport construction on our neighbours and the surrounding environment. They also ensure that these impacts are in line with our environmental approvals.

We will closely monitor and manage our performance against our Construction Environmental Management Plans (CEMPs), including holding our construction contractors to these high standards.

As terminal construction begins, we will prepare for the start of airside and landside civil works. During this time, we will work proactively with our contractors and environmental regulators to ensure we manage cumulative impacts within the strict environmental approvals. Regular environmental performance auditing

by independent experts will ensure our approach is rigorous and effective.

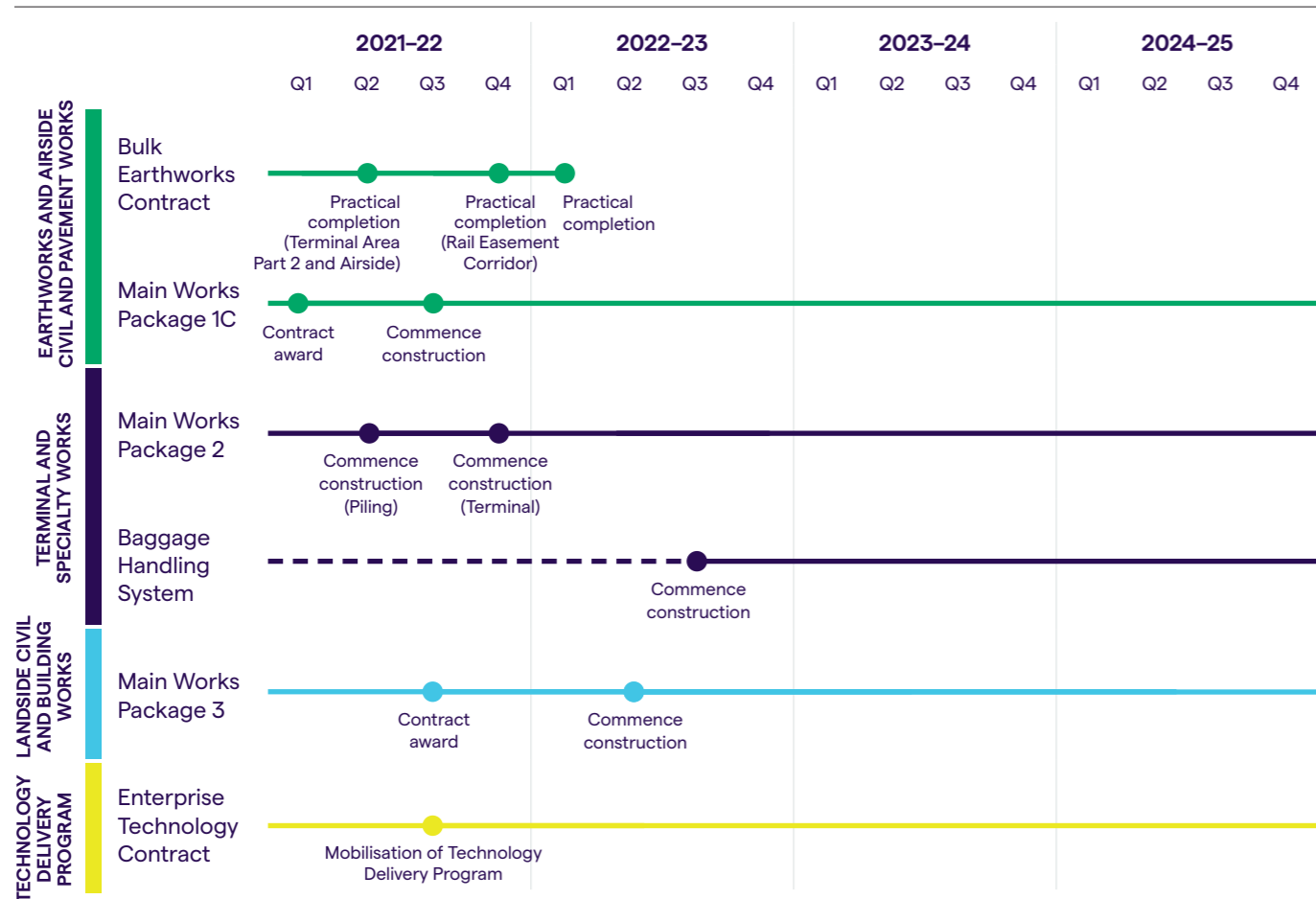
3.2 Building the business

As construction moves into a strong delivery phase in earnest, so too will our focus on our second strategic priority – building the business. We will deliver a customer-centric, world-leading airport business that generates social and economic prosperity for Western Sydney and beyond.

Customer focus

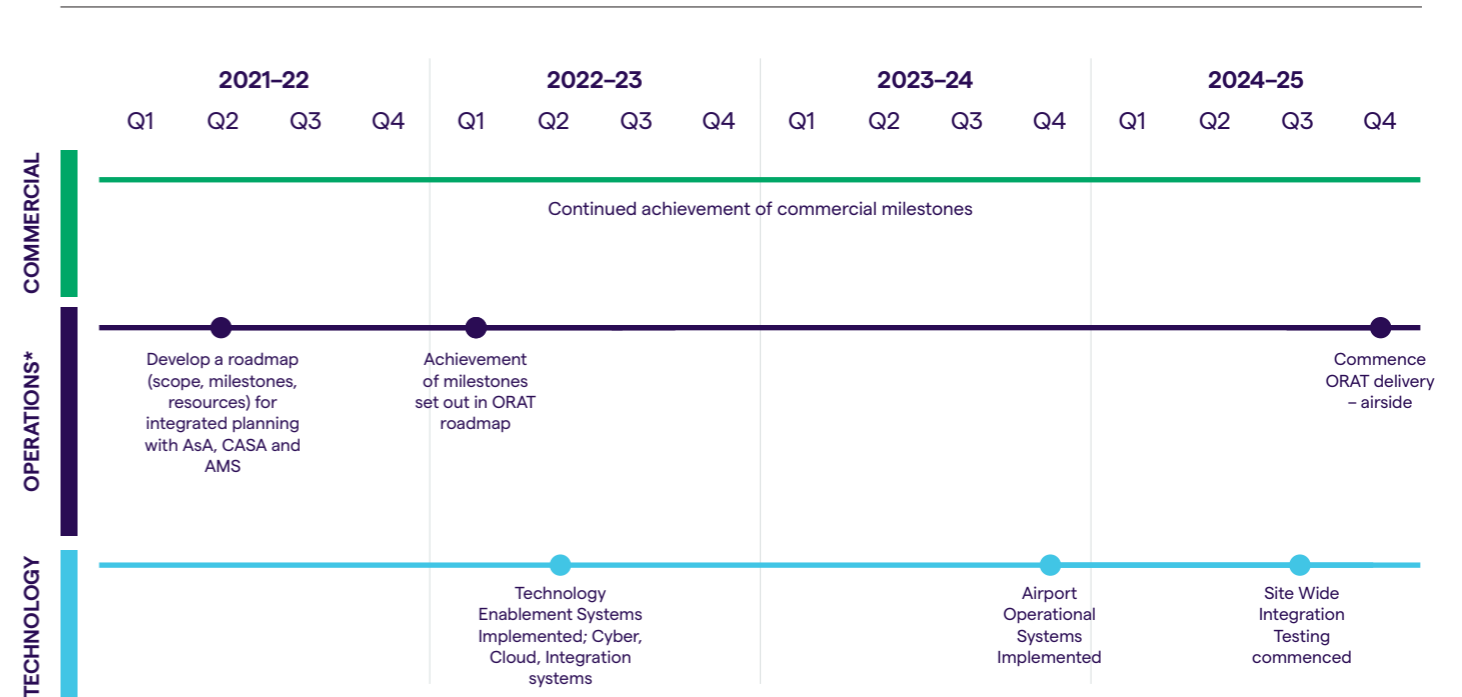
The experience that Western Sydney International offers our customers – passengers, airlines and air cargo operators alike – will define our success. To achieve our vision, we will need to incorporate a deep understanding of customer needs and insights into our customer experience design.

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 and operational milestones and activities



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

Building from the strong foundation of the insights gained from our airline and air cargo MOU partners, we will authentically engage with our future customers. As a result, we will better understand their perspectives, their needs and the areas where they see opportunities to disrupt and transform the traditional airport experience.

We will then use these insights to further develop and refine our customer strategy, which will bring together technology, design and outstanding customer service. The overall goal is to ensure that catching a plane from Western Sydney International is fast and easy for passengers.

This year, we will also respond to interest from the cargo community and work with them on plans to optimise our cargo precinct. Extending our relationships with our airline and air cargo MOU partners will provide opportunities to explore their current and future business needs. Importantly, throughout this process, we will continue to draw insights from our local community, who will serve as the future customers of the airport we are building.

Operations

Once we understand these needs clearly, we can ensure that operations from Western Sydney International enjoy the efficiency and reliability benefits that our purpose-

built, insights-driven design will deliver. In designing our operations, we will continue to place an emphasis on designing efficient processes that reinforce safety and security requirements for our business and all our customer segments.

Our activities will be focused on preparing for a successful ORAT and continue to involve close collaboration with the relevant Commonwealth agencies such as AsA, AMS and CASA.

Technology

The inherent challenge of designing a digitally enabled airport five years ahead of the start of operations in late 2026 is also our greatest opportunity. For Western Sydney International, this means being deliberate in choosing technologies that will enable our vision to transform passenger, airline and air cargo customer experiences. However, technologies must also be flexible enough to absorb or adopt emerging trends and new developments that might occur between now and when the first aircraft operates.

Western Sydney International's baggage handling system is one example of how we will leverage technology to drive an outstanding customer experience. The modern system will sort, store and deliver bags to aircraft and return them to passengers more efficiently, safely and reliably than systems at older airports.

The design of Western Sydney International's systems and operations will continue to develop throughout this year. As it does, we will lock in more tangible proof points of how technology and data can offer a game-changing experience for our future customers.

3.3 Building your future

We're building Sydney's new airport to drive socioeconomic uplift for communities across Western Sydney. As infrastructure development gains momentum, and the airport moves closer to passenger and air cargo operations, we understand our responsibility to do more than merely keep the community informed. Rather, we need to play our part in enabling Western Sydney's residents to get the most out of the opportunities that Western Sydney International will create.

We also know that this must be a meaningful, two-way conversation. That's why we're committed to being more accessible by ensuring that you have many ways to learn about Western Sydney International, ask us questions about what the airport will mean for you and your family, and to provide us your feedback.

Community

Ensuring that we remain accountable and accessible to the people of Western Sydney is fundamental to our community engagement program. The Western Sydney International Experience Centre enables visitors to learn about the airport through an engaging digital exhibition. It also provides a first-class view of airport construction and the future runway and terminal site.

In response to strong community feedback, the Experience Centre is now open five days a week (Monday to Thursday, and Saturdays), with Fridays reserved for visits by groups such as local councils, job-creating businesses considering locating to Western Sydney, schools and countless others. We have welcomed over 16,000 people to the Experience Centre since it opened in September 2019. We will continue to evolve our activities (such as our school holiday program) based on feedback from these visitors.



Over the reporting period, we will also engage with our community in several ways, including:

- Ensuring our on-site community engagement team continues to build strong relationships with residents and businesses around the airport site
- Supporting local community events, and providing information and opportunities for attendees to give feedback about the airport
- Engaging with our school community about the airport and the future jobs it will create
- Implementing our Aboriginal Engagement Master Plan, including developing our first Reconciliation Action Plan to build deeper engagement with the Aboriginal community.

While it is likely that lockdowns and restrictions in response to the Delta variant will impact our ability to deliver some of our face-to-face community engagement, we are continually looking for new, innovative ways for the community to digitally

connect with us to learn more about construction progress, airport design and operations, and future career opportunities. Of course, our community telephone line is always available for anyone to pick up the phone and ask questions about the airport.

Additionally, in the coming year, we will 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 Australian Governments. The City Deal will maximise the benefits of the airport through supporting infrastructure, environmental, educational and liveability initiatives, amongst many others.

Sustainability

We're building an airport for Western Sydney's future, so ensuring that we consider every opportunity to drive

positive sustainability outcomes is a priority across our organisation.

In the coming year, we will continue our focus on sustainability by working with designers and engineers throughout the design and construction process. Sustainable design, energy efficiency and circular economy principles are key considerations as we design the airport and its operations. We will look to optimise energy and water efficiency, select low embodied carbon materials, and explore every possibility to use recycled construction materials.

Our commitment to the Infrastructure Sustainability Council of Australia (ISCA) and Green Star ratings also means we will ensure that our main works contractors have a proven sustainability track record. Furthermore, we will work with them to ensure that our construction project maintains its strong sustainability performance.

4

Our people and capability

We understand that creating an inclusive, diverse workforce leads to a healthier, more productive workplace. It also enables us to leverage the unique skills and perspectives of our people to best serve our communities and customers. We strive to create an environment that reflects the communities in which we operate. We also want a working environment that is safe, engaging, productive and flexible, in which our people can reach their potential.

To create this, we have developed an action plan with measurable objectives that focus on influencing behaviour at individual, team and organisational levels. This aims to drive sustained positive impact by valuing differences and promoting opportunities for all employees. Within this plan, we are looking specifically at gender balance within our leadership positions. We aspire to have women represent a minimum of 40% of these roles, complemented by a minimum of 40% men.



[For leadership positions] we aspire to have women represent a minimum of 40% of these roles, complemented by a minimum of 40% men



We are strongly committed to ensuring that the diversity of our workforce reflects the community the airport will serve, as well as driving a supportive and inclusive workplace culture.

Building a diverse workforce

WSA has committed to ambitious workforce targets in aiming to build a diverse workforce:

Workforce	Target	
Residents of Western Sydney	30% during construction 50% during operations	* A diverse workforce includes women in non-traditional roles, women in leadership, economic and socially disadvantaged people, and people with a disability, as well as 2.4% of our workforce made up of Aboriginal people.
Diverse workforce*	10%	
Learning workers	20%	

Our commitment to workforce targets will also continue when Western Sydney International is operational.

Creating employment and skills development opportunities in the community

As we continue to build Western Sydney International, our workforce initiatives will help to ensure that the airport's socioeconomic benefits for Western Sydney begin now by:

- Using local suppliers and employing local resources where possible
- Creating opportunities for Aboriginal people, including focusing on:
 - strengthening our relationships within the Aboriginal community
 - fulfilling our commitment to 3% of contracts being managed by Aboriginal suppliers
 - developing a Reconciliation Action Plan.
- Cultivating opportunities for learner workers, including trainees, apprentices and workers training to upgrade their qualifications and skills
- Collaborating with the education sector, including TAFE, to support pre-employment programs that showcase careers in aviation (for example the Youth Engagement Strategy)
- Partnering with TAFE to support the learning pathway for trainees
- Collaborating with the tertiary education sector, including universities and Registered Training Organisations (RTOs), where appropriate
- Partnering with specialised organisations (for example Settlement Services International) to help people from disadvantaged backgrounds to secure employment opportunities
- Keeping the community informed of job opportunities via our website, career & jobs fairs, school education forums, and higher education forums
- Continuing to lead the Skills Taskforce, which builds workforce capability and capacity to meet current and future requirements to
 - leverage education and training to establish employment pathways
 - increase representation of diverse groups in the workforce
 - increase opportunities in Western Sydney for education, training and employment
- Encouraging a diverse workforce that includes:
 - women in non-traditional roles
 - women in leadership
 - Aboriginal people
 - socially and economically disadvantaged people
 - people with a disability.

5

Managing our risk

The impacts of COVID-19 have created uncertainty across the economy, but particularly to aviation and construction. Although significant risk exposure still exists, we continue to monitor our risk profile to capture and assess information. This means we can adjust both our COVID-safe and continuity plans as required.

As a greenfield airport, we are committed to ensuring that our design accommodates changing requirements from both an industry and governmental perspective. This allows us to best prepare WSI for future disruptions, and to continue operating during such times.

Our risk profile is robust, and we have established control frameworks for risks that can potentially affect our performance, including:

- **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 our ability to meet regulatory compliance
- **Strategic:** risks affecting our strategy delivery 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 our ability to build organisational goodwill
- **People and Capability:** risks affecting how we attract and retain talent, and how our employees 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 happen as a result of, our technology environment
- **Design and Delivery:**
 - risks affecting our ability to deliver the project to scope, on time and within budget
 - interface risks arising from the alignment of, and integration with, external works and their impact on the delivery of the airport. These external works include delivering the road, rail and utility networks, meeting Commonwealth Agencies' requirements, and liaising with local councils within the airport precinct
- **Operations:** risks affecting our ability to operate the business

A key part of our management structure is the Audit and Risk Committee. This committee sets out the risk management charter for each of the areas above and assesses any new risks.

We aim to manage and control all risks to minimise any negative impact. This approach allows us to understand foreseeable risks and make effective decisions despite uncertainty. This kind of

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. This 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

We use a range of performance metrics and targets to keep us accountable to our strategic priorities (see 'Our Direction'), which underpin delivering WSI. Our performance

metrics span both financial and non-financial outcomes, because both dimensions are equally critical to our success.

At the end of the year, we will review our performance against these targets to ensure we remain focused and effective in delivering Western Sydney International.

	Performance outcome	Measure/Target		
	Strategic Safety Management Measures WSA's success in cultivating and reinforcing a safety-first, prevention and protection mindset amongst employees, contractors and consultants	Measure: Total Recordable Injury Frequency Rate (TRIFR)	2021-22 target: TRIFR < 5 ¹ ¹ Industry benchmark	2022-23 onwards: As per the 2022-23 Corporate Plan
	Strategic People Management Measures agility, engaging leadership, talent focus and commitment to roles	Measure: Employee engagement score	2021-22 target: Employee engagement score of 72%	2022-23 onwards: As per the 2022-23 Corporate Plan
	Infrastructure & Technology Delivery Measures the achievement of key delivery milestones as laid out in this plan	Measure: Completion of key delivery milestones within the specified timeframes	2021-22 target: Completion of delivery milestones for the financial year	2022-23 onwards: As per the 2022-23 Corporate Plan
	Project Environmental Performance Measures the effective execution of Construction Environmental Management Plans (CEMPs) throughout delivery phases of the Airport	Measure: Prevention of material harm to the environment	2021-22 target: Nil Environmental Protection Orders issued by the Airport Environment Officer	2022-23 onwards: As per the 2022-23 Corporate Plan
	Commercial Business Development Measures the achievement of key business and operational milestones as laid out in this plan	Measure: Completion of key business and operational milestones within the specified timeframes	2021-22 target: Completion of business and operational milestones for the financial year	2022-23 onwards: As per the 2022-23 Corporate Plan
	Community Engagement Measures the extent of community engagement undertaken by WSA and subsequent awareness and support of Western Sydney International (Nancy-Bird Walton) Airport	Measure: Community engagement index	2021-22 target: Maintain the index at 65% or more	2022-23 onwards: As per the 2022-23 Corporate Plan
	Financial Performance Measure of actual expenditure relative to budgeted forecasts	Measure: Variance to budgeted forecasts	2021-22 target: Expenditure within the approved budget	2022-23 onwards: As per the 2022-23 Corporate Plan

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



westernsydney.com.au



Western Sydney Airport



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