

# Annual Report

2021 For the year ended 30 June 2021



# Contents

<b>Year in review</b>	<b>4</b>	<b>5 Financial overview</b>	<b>30</b>
<b>Chair's message</b>	<b>6</b>	<b>6 Directors' report</b>	<b>34</b>
<b>Chief Executive Officer's message</b>	<b>8</b>	<b>7 Remuneration report</b>	<b>40</b>
<b>Our purpose, vision and values</b>	<b>10</b>	<b>8 Corporate governance statement</b>	<b>52</b>
<b>1 Building the infrastructure</b>	<b>12</b>	<b>9 Risk management</b>	<b>62</b>
<b>2 Building the business</b>	<b>16</b>	<b>10 Financial report</b>	<b>66</b>
<b>3 Building your future</b>	<b>20</b>	<b>11 Regulatory report</b>	<b>88</b>
<b>4 Our people</b>	<b>24</b>	<b>12 Glossary and abbreviations</b>	<b>96</b>

# Year in review

## Key achievements



### Earthworks

Passed the halfway point for one of Australia's largest ever earthmoving projects in March 2021, 18 million m<sup>3</sup> of earth moved by the end of June 2021.



### Construction

Awarded the terminal design and build contract to Multiplex in June 2021.  
Awarded the baggage handling system design and build contract to Vanderlande in March 2021.



### Safety

Total recordable injury frequency rate (TRIFR) of 1.26, well below benchmark of 5.



### Community engagement

Welcomed 9,162 visitors to the Western Sydney International Experience Centre.



### Commercial

Released global registration of interest to develop the cargo precinct.



### Recycling

Reused 3 million tonnes of crushed sandstone from the WestConnex project.



### Environment

Successful program to translocate spiked rice-flower, with over 90% survival rate.



### Heritage

Recovered 42,000 Aboriginal artefacts from more than 120 potential archaeological deposits.

## 1,000+

phone calls and emails from the community



## 6,000+

attendees at school and career engagement programs



## 70

stakeholder presentations



## 54

airport shuttle tours onsite



## 70

meetings with individual residents



## 21

complaints from public



## 51%

of our workforce are local residents



## 30%

of our workforce are learning workers



## 36%

total workforce diversity



## 130

Aboriginal Site Officers engaged in the Aboriginal cultural heritage program



## 70%

employee engagement score



## \$324.1 m

expenditure for 2020-21 financial year



# Chair's message



Paul O'Sullivan  
Chair



In the context of Australia's recovery from COVID-19, infrastructure will be an important source of economic stimulus, creating jobs and driving investment.



**Thirty-five years ago, I was working in Western Sydney when the Federal Government of the day announced that Badgerys Creek had been selected as the site for Sydney's new airport. While it wasn't the first time such an announcement had been made, there was much excitement that, finally, the airport might get underway.**

As history shows, this was to be yet another false start. So when Western Sydney Airport, formerly known as WSA Co, was established in August 2017, inevitably there was much speculation about whether the project would actually happen.

On behalf of the Western Sydney Airport team, I am especially pleased to open this annual report with the news that construction of Western Sydney International (Nancy-Bird Walton) Airport is well underway. The airport remains on schedule to begin international and domestic passenger services and air cargo operations in late 2026. This is a particularly significant result, given the ongoing uncertainty caused by the COVID-19 pandemic.

Our new international airport will deliver three important outcomes, not just for Sydney's west, but for the entire city, NSW and Australia:

- Sydney will have access to a new, digitally enabled, world-class airport designed with customer experience at the core, with easier access via new and upgraded road and rail infrastructure. This will safeguard the supply of aviation capacity needed to support the growth of Australia's global city decades into the future.

- The airport will provide around 2.5 million Western Sydney residents with the opportunity for high-quality jobs closer to home; saving hours of commute time and stimulating positive socioeconomic change across the region.

- Through the groundbreaking Western Sydney City Deal partnership between the Australian Government, the NSW Government and eight local councils, the airport and the new high-tech city of Bradfield will be a part of the Western Parkland City, which is set to be home to 200,000 new jobs, with a focus on education and training opportunities, connectivity and liveability.

Our strong progress is thanks to the incredible commitment of the Western Sydney Airport team, including our direct employees, our delivery partners and contractors. This success is also due to the support and collaboration of stakeholders across all three levels of government, private industry and the community. It especially reflects the dedication and professionalism of public servants in all levels of government, who are so often the unseen heroes of these projects of national importance.

In July 2020, we appointed Simon Hickey as Chief Executive Officer

of Western Sydney Airport. Simon's extensive leadership experience, both as a CEO and CFO in the infrastructure and aviation sectors, has already had a marked impact on the project.

This year, key milestones have been achieved that are proof of the project's progress:

- In March we passed the halfway point in one of the largest earthmoving projects in Australia's history. With more than 26 million cubic metres of earth to be moved to level the site, the scale of earthworks alone is incredible. Hundreds of people are employed on the site, supported by more than 250 earthmoving machines. Safety is our number one priority. Western Sydney Airport's approach to embedding a 'safety first' culture across the workforce has underpinned its strong performance against the program of work, despite unusually high rainfall and the risks associated with the COVID-19 pandemic.
- Awarding the terminal contract to Multiplex represents one of our most significant milestones yet. The terminal has been designed by leading global architects in partnership with renowned Australian firms and will be a symbol of Western Sydney's energy



More than 400 members of the community visited the airport site on the community open day.

and dynamism. Work to build the terminal is set to begin at the end of 2021 and will provide around 1400 jobs over the two-and-a-half-year build.

- During the year, two other significant tender processes began. The airside tender, which includes runway and taxiway construction, is on schedule to be awarded by late 2021. The landside tender, which includes internal roads, car parking, utility connections and support buildings, is on track for award in early 2022.
- Western Sydney International will leverage digital technologies to optimise the experience for our customers, including passengers, airlines and air cargo operators. Our technology tender process also began during the year and the outcome will be announced in due course.

Safety is a key factor in the competitive tender process. We will continue to drive an unrelenting commitment to safety across all of our contractors, as well as upholding the same standard ourselves.

This year another significant focus has been to engage with our community to keep everyone informed about Western Sydney International's development. We have listened to feedback and importantly, through our Community Partnerships and Social Impact program, played a role in ensuring that the community is well-placed to take advantage of the opportunities the airport will create. Local employment, local skills

training and ensuring our workforce reflects the diversity of our local community are also key priorities and details of these are included in this report.

In our conversations across Western Sydney, it is striking that the majority of community members support the airport and are excited by the jobs and other opportunities it will deliver.

While COVID-19 affected many of our face-to-face engagements in 2020, the second half of this financial year gave us the opportunity to safely step out into the community again. We relaunched our school engagement program, returned to full capacity at the Experience Centre and participated in a range of community events such as the Hawkesbury Show and Bankstown's Eid Show. In March 2021, a community open day saw over 400 people visit the site to learn about the airport and its opportunities.

Under continued COVID-19 restrictions, we also established new digital engagement channels to increase airport accessibility, including a Western Sydney Airport blog and webinar series. As we publish this report, restrictions are again adversely affecting our community, and these digital channels will play a critical role in ensuring we remain accessible and accountable to the community.

In the context of Australia's recovery from COVID-19, infrastructure will be an important source of economic stimulus, creating jobs and driving

investment. Western Sydney International is, without doubt, one of the nation's most significant projects, with enormous potential to have a positive impact on people's lives.

As the linchpin for a city-building strategy that brings together all levels of government, Western Sydney Airport is driving growth and investment in the region. The Commonwealth and NSW governments have already committed over \$15 billion to build supporting road and rail infrastructure.

Direct employment and investment will have significant impacts, but the indirect and flow-on benefits of the new international airport, the associated transport infrastructure and the new high-tech city of Bradfield will be even more powerful.

On behalf of the Western Sydney Airport team, I am pleased to submit this annual report, which demonstrates strong progress, growing commercial momentum and an encouraging safety performance by Western Sydney Airport this financial year.

As the Chair of a company owned by the Commonwealth of Australia on behalf of taxpayers, I can truly say that your company is on track to deliver a world-class airport.

Paul O'Sullivan  
Chair

# Chief Executive Officer's message



Simon Hickey  
CEO



Put simply, people are going to love catching a plane from Western Sydney International's passenger terminal and airlines will love its efficiency and reliability.



**It has been proven to me, time and again, that when you orient a major infrastructure project around safety, everything else falls into place. On-time performance and a quality culture each begin with ensuring that safety is embedded deeply in the project.**

I'm proud to say that this financial year, our total recordable injury frequency rate was 1.26, well below our benchmark of 5. In turn, the project remains on time for the airport's scheduled opening in late 2026 and has performed strongly across a range of other important measures. While there is never an opportunity to relax vigilance when it comes to safety, particularly as we enter a more complex construction phase, I am proud of the commitment to safety that is present across the project.

We are building Sydney's new airport. A digitally enabled place of connection with an experience activated by a deep understanding of our passenger, airline and air cargo customers. This financial year, we delivered 2 important proof points of this experience.

Firstly, the awarding of our baggage handling contract demonstrated our innovation focus. This modern, convenient and secure system, a first in Australia, represents the next generation in baggage handling. It will give passengers and airlines confidence that their luggage will arrive safely and reliably. Even at this early stage of Western Sydney International's development, the value we will provide to our customers is becoming clear.

The second was the recent awarding of the terminal design and construction contract. Our design means that Western Sydney International's passenger terminal will be Australia's best. It will be an incredible environment, a place built on strong sustainability principles, filled with natural light and airflow, that will enable a fast, easy experience for our passengers. We have consulted with First Nations Australians throughout the design process to ensure that the terminal reflects a strong sense of place that is unmistakably Australian.

Put simply, people are going to love catching a plane from Western Sydney International's passenger terminal and airlines will love its efficiency and reliability.

While we are building an airport for all of Sydney, we are proud that it calls Western Sydney home. Rich in cultural diversity, the Western Sydney community is made up of more than 200 ancestries. Many of its members are first-, second- or third-generation Australians who came to Australia wanting to work hard and seize the opportunity to build a better life for themselves and their families.

This is one of the reasons why Western Sydney Airport's purpose of driving socio-economic uplift and

prosperity resonates so strongly with the community. The airport will be a catalyst for incredible growth and transformation. Its direct and flow-on benefits will generate jobs and opportunities in Western Sydney and beyond. That is our purpose, one that the WSA team and I are strongly connected to.

This financial year the development of Western Sydney Airport's commercial proposition took its place among the project's highest priorities. We are focused on translating innovation and customer-centricity into an outstanding airport business that is strengthened by diverse revenue streams.

While Western Sydney International will first and foremost be an international and domestic passenger airport, air cargo will be an important part of our business. The opportunity for our future air cargo customers was revealed in May 2021, with a call for registrations of interest for our air cargo precinct. This once-in-a-generation chance to be a part of an air cargo community that will grow with global market demand to eventually become one of Australia's largest, generated strong interest from across the world. We will work with our potential partners to understand their needs and ensure we develop a made-to-measure, modern facility that serves



Australia's growing air cargo needs for decades into the future.

We are building an airport for Western Sydney's future, so maintaining a strong focus on our responsibilities to the environment and the community is fundamental. We are independently audited against the stringent environmental protection and sustainability standards that we must meet as we develop the airport, but we are also looking for opportunities to go further to ensure Western Sydney International fulfils its promise to future generations.

This year we have rolled out a number of environmental and sustainability initiatives, including diverting 3 million tonnes of crushed sandstone from the WestConnex tunnelling projects from landfill and using it on site as a base for internal roads, buildings and our future runway.

Our workforce targets are one of the ways we ensure that the socio-economic benefits of the airport begin now, well before the first aircraft lands. I am proud to say that the number of local, learning and diverse workers who are part of Team WSA means that we are comfortably exceeding each of these targets. This performance includes the number of Aboriginal people we have employed since the project began, which on average to the end of the financial year sits at 4% of our team, more than double the 2.4% target.

I would like to personally thank the many stakeholders who share our vision for Western Sydney and who have done so much to help us bring Western Sydney International to life: our shareholder ministers, the people in the many Commonwealth and NSW government departments who support the project, local council leaders and representatives

from the community and business sectors, not to mention the many local communities in the region.

Finally, I would like to acknowledge what has been an extraordinary level of commitment from every member of Team WSA, including my colleagues on the executive leadership team. Our success this year is in large part due to your passion, talent and dedication to Western Sydney Airport's purpose.

I am firmly focused on ensuring that the momentum continues to build as we move quickly towards the start of operations for Western Sydney International (Nancy-Bird Walton) Airport at the end of 2026.

Simon Hickey  
Chief Executive Officer

# Our purpose, vision and values

## Purpose

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

As a purpose-led organisation, we are focused on developing and operating Western Sydney International to generate social and economic prosperity for Western Sydney. This new airport precinct will improve access to aviation services, resolve Sydney's long-term aviation capacity issues, integrate with initiatives in the area, and operate on commercially sound principles to maximise its purpose as a national asset. Ultimately, the airport will be a major catalyst for growth and development in the region.

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

## Vision

Our vision is clear. We will provide best-in-class passenger and cargo journeys, and a seamless travel experience for those choosing to fly through Western Sydney International. Western Sydney Airport's culture and core values underpin the behaviours and actions that drive the strategy by which the company will achieve its purpose.

## Core values



**Safety**

We are relentless in applying the highest physical and psychological safety standards for the continuous health and wellbeing of our people.



**Integrity**

We hold ourselves and others accountable to instil trust by operating with honesty, integrity and authenticity.



**Inclusion**

We foster an inclusive and diverse working environment and recognise the value of different perspectives and cultures. Diverse teams working together positively impact our values and direction.



**Pioneering**

We are nimble and always actively learning through experimentation to forge forward, continuously creating new and better ways for us to be successful.



**Courage**

We act with courage to address difficult issues and make quality decisions to keep us moving forward.



**Passion**

We are committed to driving our vision, strategy, and purpose by creating a climate where everyone is motivated to do their best.



Students learn about Sydney's future airport.

# Building the infrastructure

When we talk about infrastructure, we are referring to the entire airport precinct, including the passenger terminal, runway and other aviation infrastructure, carpark and roads, as well as our onsite business park. Western Sydney International is one of Australia's most significant nation-building initiatives. It will deliver thousands of direct jobs during the construction phase, with even more jobs supported indirectly across the region as a result of the flow-on economic benefits.

## Health, safety and wellbeing

We are committed to delivering Western Sydney International (Nancy-Bird Walton) Airport in a way that puts the safety of our workforce and the community first.

The 2020–21 financial year saw positive safety results for the company across a range of lead and lag indicators. Year-end results for lead indicators continued to show a high level of communication and engagement on safety matters across all levels of the project. Lag indicators also demonstrated strong safety performance, which included a year-end total recordable injury

frequency rate (TRIFR) of 1.26 against a benchmark of 5.

Looking ahead to the next financial year, the safety risk profile is expected to change as the complexity of the project increases with the start of terminal and runway construction. We will continue to engage with our contractors to maintain the highest levels of safety performance.

WSA has implemented a range of measures in response to the COVID-19 pandemic to maintain a safe workplace for our employees,

contractors and visitors. Moving into 2021–22, we will continue to monitor this situation and adapt in line with public health guidance.

We recognise that employees spend a significant portion of their time at work, so maintaining wellbeing in the workplace is important. The right environment provides a positive sense of community and connection. During 2020–21 we finalised our Mental Health Management Plan, a key component of which is the establishment of a network of fully trained mental health first aiders.

## Building the infrastructure

# 1.



Western Sydney International is one of Australia's largest earthmoving projects.

## Environment

In delivering this major infrastructure project, we are also playing our role in minimising the environmental impact and, where possible, providing enhanced outcomes.

Sydney experienced unusually high rainfall in the early months of 2021 as part of the La Niña climate cycle, halting work on site for more than 5 weeks in total. However, through several controls, including large detention ponds, appropriate water treatment and effective discharge practices, we have been able to manage the excess water onsite, consistent with our obligations under the *Airport (Environmental Protection) Regulations 1997* and the Airport Plan conditions.

These erosion and sediment controls were the focus of a site visit by members of the International Erosion Control Association to showcase best practice for a large-scale earthworks project.

By collaborating with other Sydney infrastructure projects, WSA has been able to divert more than 3 million tonnes of excavated sandstone from tunnel projects elsewhere in Sydney to be used as the foundation for the construction of the runway, taxiways and internal roads. This initiative has dramatically reduced the requirement for quarried materials for the project, thus saving taxpayer funds while also diverting waste from landfill and reducing road congestion by requiring fewer traffic movements by construction vehicles.

As part of our ongoing commitment to regional biodiversity, a translocation program was developed to support the protection and ongoing maintenance of the spiked rice-flower (*Pimelea spicata*), a species found only on the Cumberland Plain. Individual plants were translocated to the Willowdene Avenue Environmental Conservation Zone, with a survival rate of over 90% as at May 2021, far exceeding the survival target. WSA also donated more than 100 specimens to Greening Australia to maintain genetic diversity and further the propagation of this species.



WSA engaged licensed ecologists to assist with the identification and relocation of fauna from the 157 decommissioned farm dams on the construction site. More than 1,300 eastern snake-neck turtles (*Chelodina longicollis*) and long-finned eels (*Anguilla reinhardtii*), and nearly 900 firetail gudgeon (*Hypseleotris galii*, a small native fish) were transferred to local release sites, including Oaky Creek, Badgerys Creek, Cosgroves Creek and the Environmental Conservation Zone.

In accordance with WSA's Aboriginal Cultural Heritage Construction Environmental Management Plan (CEMP) we have been able to salvage and record more than 42,000 Aboriginal artefacts from more than 120 potential archaeological deposits on the airport site. Aboriginal stakeholders were engaged throughout the process. WSA is participating in a process led by the Commonwealth Government to consult with Aboriginal stakeholders on how these artefacts should be treated and preserved, with the view to establishing a permanent Keeping Place in the region.

## Construction

Earthworks have progressed substantially over the 12-month period, and in March 2021 the project reached a major milestone when the earthworks component passed the halfway mark. To date, we have met all key milestones in our construction master schedule. The next major milestone is the completion of the earthworks for the runway and taxiway targeted for the end of 2021.



By the end of June 2021, 18 million cubic metres of earth had been moved.



Members of the UNSW Aviation Society learn more about Sydney's aviation future.

Some notable statistics include:

- 18 million cubic metres of earth has been moved as of 30 June 2021, out of an expected 26 million cubic metres in total.
- 1 million cubic metres of topsoil has been removed for replacement on completion of the earthworks.
- 1 million cubic metres of sandstone subgrade improvement layer has been placed for runway, taxiways and apron areas.
- 2,200 metres of trunk drainage has been constructed and 225 metres of culverts have been laid.

With the progressive completion of earthworks across the airport site scheduled for the end of 2022, the focus for construction will move to the terminal, including the terminal building, aprons, associated roadworks and carparks, the runway and taxiways and the landside area.

## Planning and design

A major highlight of the 2020–21 financial year has been the award of the contract for the final design and construction of the passenger terminal. Following a competitive procurement process, the contract to take the initial concepts through to a final design and to construct the terminal was awarded to Australian-founded company Multiplex in June 2021.

The final design draws on Australia's natural beauty, the region's rich Aboriginal heritage and strong sustainability principles. Wayfinding and baggage handling systems will make intelligent use of technology to ensure Sydney's new airport offers its passenger, airline and air cargo customers a world-leading experience.

The construction of the terminal is expected to create more than 1,400 direct jobs and thousands more indirect jobs through its flow-on benefits to suppliers and the local economy.

Work continues on the design for other key landside components, including the business park roads, car parks, bridges and drainage, along with key interfaces for Sydney Metro rail and the M12 motorway. The request for tenders to design and construct these landside components have been released to the market.

In parallel with the landside components, the airfield design has also progressed, covering runways, roads, landscaping and associated infrastructure. The contract for the design and construction of the airfield scope has been tendered and is currently under evaluation.





# Building the business

# 2.

## Building the business

Western Sydney International will offer an experience unlike any other Australian airport – a digitally enabled environment that will make flying fast and seamless for passengers, while driving efficiency and reliability for airlines and air cargo operators. When Western Sydney International begins operation in late 2026 it will play a crucial role in the nation’s aviation future, opening up possibilities for new routes and services to Australia’s global city. It will also be an important source of jobs, economic stimulus and investment for the local area, as well as for our nation.

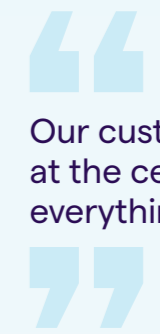
### Our customers

At WSA, our customers are at the centre of everything we do. The needs of our 4 key customer segments – passengers, airlines, retail tenants and air cargo operators – are informing our plans and strategies as we design a customer experience that will truly set Western Sydney International Airport apart.

2020–21 marked another year during which our early engagement with customers – particularly our airline MOU partners Qantas, Virgin Australia and Jetstar, as well as our 12 air cargo MOU partners – has been invaluable

in informing our plans for the airport, including the design of our passenger terminal precinct. The release of the registration of interest (ROI) for our cargo precinct into the global market in May this year was an exciting milestone, and we expect to continue this momentum into the future.

Our detailed customer insights, coupled with our ability to leverage state-of-the-art technology ahead of time, are supporting our continued efforts to address traditional pain points and embed innovative solutions for customers.



Our customers are at the centre of everything we do.



Airlines talked to WSA at Australian Tourism Exchange.

## Our commercial focus

Our commercial strategy is currently in development. Once complete, it will establish a foundation for evaluating future business decisions against sustainable outcomes to achieve the best outcome for Western Sydney Airport and our customers. We have seen strong interest to date in the Western Sydney International cargo precinct, which presents an exciting opportunity for air cargo growth with 24/7 operational capability. In addition, we are in early discussions

with a number of domestic and international airlines to explore exciting opportunities. These discussions will continue to be a key focus over the next 12 months.

Providing customers with choice and opportunity for growth has been the focus of our market engagements to date. Exciting opportunities also exist for the provision of services to support the growing construction workforce as we commence the next phases of the passenger terminal

build program. Our 13.25-hectare early services precinct is ideally placed to generate service, retail and early employment growth on airport land. We envisage that a market sounding for this offering will take place in the latter part of 2021. This precinct is the entrée to future developments throughout the broader 200-hectare business park, which will further stimulate growth and development in the area, including a dedicated Metro train station.

## Technology

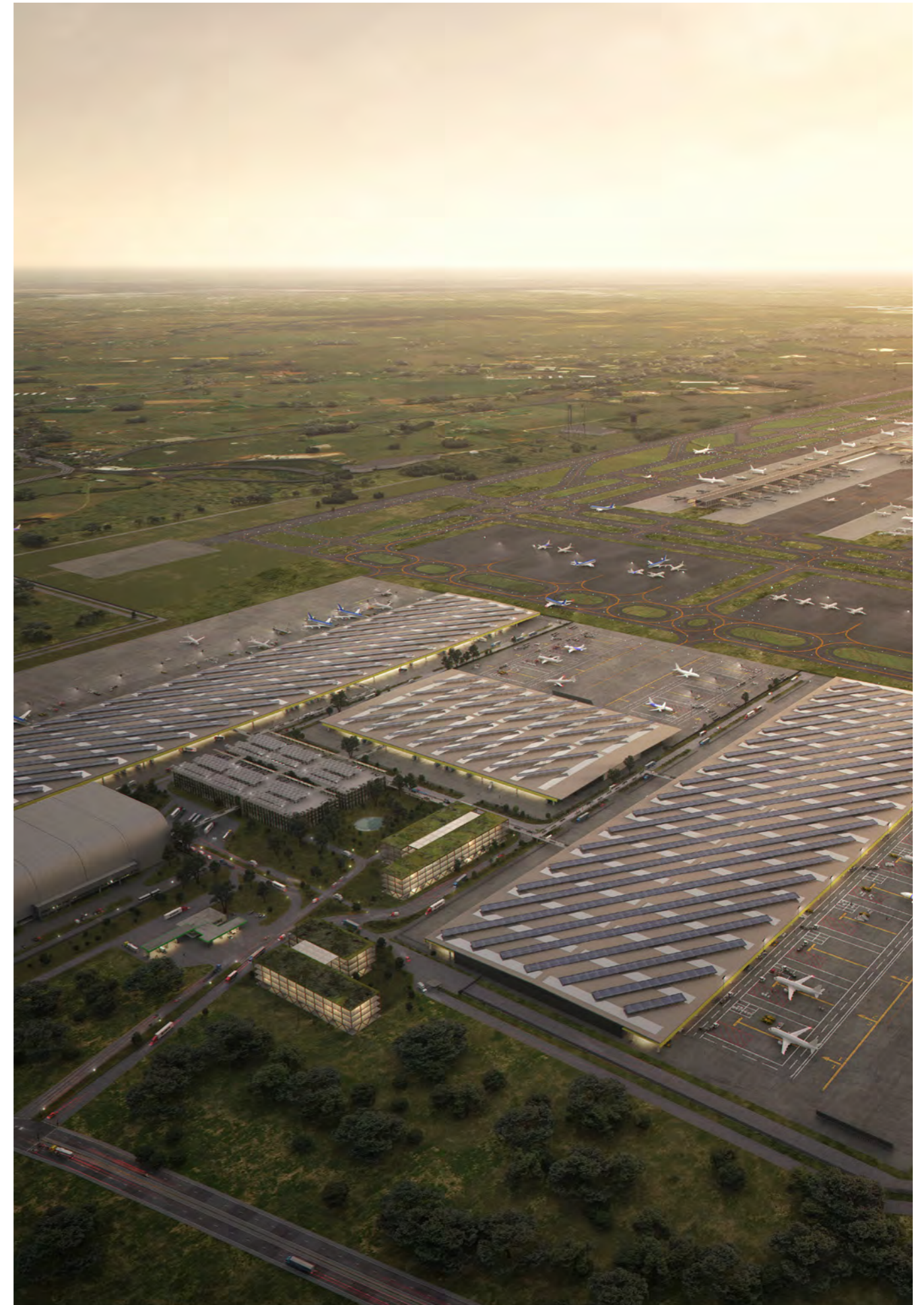
Sydney's new airport will be a digitally enabled place of connection. Technology plays an important role in building both the infrastructure and business components of the project, but the sharpest focus will be on technology and data capabilities to enhance business operations and deliver superior customer outcomes.

The Technology Delivery Program was approved by the WSA Board in the third quarter of 2020–21. The

program focuses on the technology principles that apply to all aspects of airport technology, including the core data model to be created and maintained, the platforms to be implemented and the integration of those platforms.

Mobilisation of the Technology Delivery Program began in the final quarter of 2020–21. A key component will be the appointment of a third party to the role of

master systems integrator to assist in delivering the complex and multifaceted components of the airport's technology infrastructure. It is expected that this contract will be awarded in the third quarter of 2021–22.



# Building your future

We understand that we are building more than just an airport. Western Sydney International is part of a broader vision for the Western Sydney region and beyond. This vision is one where the airport is constructed and operated in a way that is sustainable, socially responsible and considers the interests of the people who live here, while creating jobs and business opportunities.

## Sustainability

Sustainability is a consideration at every stage of the project: planning, design, construction and operations. Our strong approach to sustainability ensures that we continually evaluate and implement means to reduce our impact during the design and construction of the airport, including low-carbon transport options, energy and water efficient building design, alternative fuels, rainwater harvesting, water recycling, on-site renewable energy generation, recycled content in construction materials, healthy building design, best-practice waste management and climate change adaptation.

Achievements during the 2020–21 financial year include:

- incorporated sustainability requirements into the passenger terminal, airside and landside construction contracts

- implemented SiteHive technology solution to automate data management and monitor environmental compliance
- awarded the baggage handling contract, which showcases the use of recycled plastic and energy efficiency
- participated in various industry forums to advocate for sustainable outcomes
- commenced development of an enterprise Sustainability Strategy that builds on the current Sustainability Plan to set the future direction for Western Sydney International once the airport is operational.

Awarding the design and build contract for the terminal is an important milestone for the project. This building will have sustainability principles embedded and will include features such as:

- superior energy efficiency and best-practice waste management
- climate-responsive facade design featuring shading and high-performance glass
- a roof capable of generating renewable electricity and harvesting rainwater
- biophilic design elements to connect passengers to nature, such as natural daylight, expansive outdoor views, indoor green walls and low-emission (asthma-friendly) interior finishes
- landscaping that showcases Cumberland Plain woodland flora.

In the 2020–21 financial year, WSA exceeded all of the specific requirements of our construction-phase sustainability targets.

## Sustainability Plan performance

Measure	Target	Actual
Water use from non-potable sources, from reclaimed or recycled wastewater or harvested water	33%	98%
Percentage of inert or non-hazardous waste diverted from landfill for recycling or reuse	80%	94%
Percentage of the construction-phase workforce locally employed	30%	51%
Women in non-traditional roles, women in leadership positions, socially and economically disadvantaged people and people with a disability	7.6%	36%
Number of priority community health and wellbeing issues to be identified and measures implemented to positively contribute to these issues: <ul style="list-style-type: none"> <li>• local and disadvantaged employment</li> <li>• community connection</li> <li>• education and creating opportunities</li> <li>• enhancing the local environment</li> </ul>	1	4
Sustainability innovations implemented (Measures implemented during the reporting period include the use of Cleanforce, achievement of workforce targets, career expos, high school excursions and the Australian Business and Community Network program)	3	6

Building your future

3.

## Community partnerships

Strongly connected to WSA's purpose to generate social and economic prosperity in Western Sydney, our Community Partnerships and Social Impact program is one of the many ways that we ensure the socio-economic uplift generated by the project begins now, well in advance of the airport's start of operations in late 2026.

Our partnerships with community, environmental and educational organisations aligned with WSA's purpose have led to greater social and inclusive outcomes for our community in the 2020–21 financial year. Activities included:

- empowering and informing young people about how to take advantage of the opportunities being created by Western Sydney International and the growth it is driving by participating in careers events including the Macarthur Careers Expo, Patrician Brothers' School Fair, All Saints College at Casula careers fair and the MTC Opportunity Hub Aboriginal Student Careers Expo
- sponsoring the Western Sydney Women Awards and, specifically, the Women in STEM award to support gender diversity and celebrate the achievements of women in the region
- partnering with Conservation Volunteers Australia to make Western Sydney greener and more livable for our wildlife, including the local sugar glider population
- supporting the Settlement Services International Ignite Small Business Start-ups program and other enterprise and employment services programs that provide support and mentoring to people with disability as well as migrants and refugees

- a range of mentoring and education programs for students at Western Sydney schools, including through our partnership with the Australian Business and Community Network, to provide a range of leadership and road safety programs
- supporting a range of community groups to promote accessibility and inclusion, such as the local Wheelchair Rugby League, so that people living with disabilities can compete in their chosen sport, and South West Community Transport to assist people from the local area experiencing transport disadvantage.

## Community and stakeholder engagement

Western Sydney International is about so much more than addressing Sydney's aviation needs. Western Sydney is a great place to live, and the airport is set to make it even better for the region's people. Our community engagement team is focused on providing the community with access to timely information about the project and ensuring people have the opportunity to provide feedback and have their questions answered.

With COVID-19 restrictions easing for periods during 2021, WSA was able to resume some community-facing engagement initiatives, including our sponsorship and participation in community events across Western Sydney, such as the Hawkesbury



Show and the Annual Islamic Eid Show at Bankstown.

During April 2021, WSA invited the community to get a first-hand perspective of our earthworks, on our site open day. More than 400 community members attended the COVID-safe event, where they had the chance to see our large earthmoving machines up close, learn about the Aboriginal heritage of the area and try their hand at the earthmover simulator usually used to train our operators.

WSA rolled out a number of other engagement initiatives across the year, including holding our first online webinar about the project, direct engagement with local residents and businesses, our printed and electronic project newsletters, and in-person information sessions, where COVID restrictions allowed.

The Western Sydney International Experience Centre takes visitors through a series of interactive displays exploring our region and its people, as well as the opportunities that Sydney's new airport will create. It has proven popular with students on school excursions, community and business groups as well as Western Sydney locals. Despite being closed due to COVID-19 restrictions a number of times in the financial year, the Experience Centre



WSA developed our first Reconciliation Action Plan.

welcomed 9,346 people and hosted 33 stakeholder events under our COVID Safe certification from the NSW Government.

While WSA has been able to adapt programs to maintain strong community engagement throughout the changing COVID-19 environment, we will continue to look for opportunities to recommence our extensive community-facing programs, in line with health advice and prioritising community safety and wellbeing.

## Aboriginal engagement

WSA recognises that Western Sydney is home to one of the largest Aboriginal populations in Australia.

To recognise the legacy of Aboriginal people and the traditional Country on which the airport is being built, 2021 marked the start of development of our first Reconciliation Action Plan (RAP). Our RAP will ensure that the Aboriginal communities of Western Sydney benefit from the social and economic opportunities of the airport project, and will include a series of initiatives that will guide and positively influence how WSA builds and maintains strong relationships with the Aboriginal community.

Our RAP will also seek opportunities to establish strong partnerships with Aboriginal communities and help to create genuine and respectful opportunities in employment,

skills development and business participation with WSA.

WSA has also undertaken a large Aboriginal cultural heritage program where more than 42,000 Aboriginal artefacts were salvaged from more than 120 potential archaeological deposits on the airport site. More than 130 Aboriginal Site Officers were engaged to work on the Aboriginal cultural heritage program.

# Our people

## Organisation structure

We have built a team of experienced, capable people who embrace our cultural guiding principle of 'Empowered to Deliver'. Our strong and compelling purpose energises our team while fostering a shared mindset to create socioeconomic opportunities for the people of Western Sydney.

The collaboration and strength of partnership between our delivery partner and our project management definition (PMD) teams has continued to accelerate successful outcomes. The PMD team has successfully completed its scope of work while the delivery partner continues to work with WSA with a common approach to delivering project milestones.

As our organisation has matured, and we began to scope the commercial roadmap and entered the peak construction phase, we reviewed our workforce plan to ensure our current and future capability and expertise are aligned to our strategic priorities. We also reviewed our plan with a view towards operational readiness.

As a result of the strategic workforce review, we have welcomed Alison Webster into the permanent role of Executive General Manager – Commercial and Strategy. Alison is responsible for driving the future direction of the airport strategy and commercial value. This position is accountable for the management of air cargo, property, airline relationships, customer experience,

marketing and brand. We are also pleased to welcome Steven van der Donk to the executive team as WSA's Chief Legal Officer.

In reviewing our roadmap to operations, we have created a new senior executive position, the Chief Operating Officer (COO), which is due to commence in the 2021-22 financial year. The greenfield nature of this project provides a unique opportunity to design operations through innovative solutions that are safe, reliable, compliant and efficient. The COO is a complex position responsible for development and delivery of the end-to-end operations of the airport, including the interfaces between facilities, passenger terminal and landside, airfield and control centre operations.

### WSA Board

### Chief Executive Officer

Executive General Manager Airport Infrastructure		Chief Financial Officer	Chief People and Culture Officer
Delivery Partner	Project Management (Definition)	Chief Technology Officer	Chief Corporate Affairs Officer
Specialist Technical Advisors		Chief Legal Officer	Executive General Manager Commercial and Strategy

Our people

4.

## Workforce and job creation

Western Sydney International will be a major catalyst for growth and development in the region. One of our objectives is to establish our organisation as an employer of choice by continuing to create a safe, engaging, productive and flexible work 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
- creating opportunities for Aboriginal workforce and suppliers, learning workers, including trainees, apprentices and workers who are training to upgrade their qualifications and skills

- collaborating with the education sector, including TAFE, universities 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 disability
- continuing to partner with construction contractors to develop innovative programs to create job opportunities while building future skills.

WSA is committed to creating thousands of jobs. Between project inception and 30 June 2021:

- 1,766 job-years<sup>1</sup> have been created
- 30% of the project workforce are learning workers

- 51% are local workers
- total workforce diversity is 36%, of which 4% is Aboriginal workforce participation.

Our workforce targets are clearly defined and based on our growth strategy. We have developed tailored programs that support job creation to meet workforce targets. These programs are designed to positively influence employee engagement and community commitment to the project.



WSA working closely with schools in Western Sydney.

Categories	Workforce targets and progress		
	Target	Progress as at 30 June 2021	Highlights
<b>Learning workers</b> (includes apprentices)	20% by 2025 (including trainees, apprentices and workers who are training to upgrade their qualifications and skills)	30%	<ul style="list-style-type: none"> <li>• Our commitment to developing our workforce has delivered a strong result, with targets exceeded.</li> <li>• TAFE NSW has played a pivotal role in the development of the workforce, specifically through the Youth Engagement Strategy, which was designed and implemented to provide a blend of industry training and hands-on activities for secondary students from the Western Sydney suburbs, with the aim of promoting employability skills.</li> <li>• WSA's inaugural traineeship program has commenced. WSA has selected Year 12 school leavers who will, while working, be supported to complete formal education through TAFE NSW. WSA has partnered with the Australian Institute of Management to create WSA's Learning Academy to provide agile and tailored learning options through which employees can rapidly acquire knowledge and skills while igniting innovation and growth in the organisation.</li> </ul>
<b>Local employment</b>	30% during construction, from the Western Sydney catchment (Western Sydney City Deal local government areas – Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly – as well as Parramatta, Auburn, Bankstown, Blacktown, Holroyd and the Hills District)	51%	<ul style="list-style-type: none"> <li>• Our commitment to Western Sydney has resulted in the employment of local people on the project. We have exceeded our commitment to source 30% of our project workforce from local talent.</li> <li>• Our recruitment strategy specifically focuses on attracting local talent. We are committed to identifying local talent for the project through Western Sydney recruitment agencies.</li> </ul>
<b>Diversity</b> <sup>2</sup>	10% by 2025 <sup>3</sup> (covering Aboriginal people, women in non-traditional roles, women in leadership positions, economically and socially disadvantaged people, and people with disability)	36% (of which 4% are Aboriginal employees)	<ul style="list-style-type: none"> <li>• We celebrated International Women's Day. Women make up 43% of our direct workforce.</li> <li>Aboriginal people: <ul style="list-style-type: none"> <li>• We partnered with Enable Consulting Services to raise awareness and recognise First Nations people on National Sorry Day and NAIDOC Week.</li> <li>• We are committed to ensuring that a minimum of 3% of the businesses engaged throughout construction are Aboriginal suppliers.</li> <li>• We have engaged local Aboriginal people to conduct an artefact search of the site.</li> </ul> </li> </ul>

<sup>1</sup> A 'job-year' represents one full-time job supported for a full year. For instance, one job-year is one full-time job for 12 months or 2 full-time jobs for 6 months.

<sup>2</sup> 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 disability.

<sup>3</sup> Percentage includes target of 2.4% Aboriginal workforce participation.

## Diversity and inclusion

WSA is focused on creating an inclusive culture that values differences and promotes opportunities for our people. Our commitment to supporting economic growth and prosperity for Western Sydney remains a key focus, and our programs are designed to include:

- local employment opportunities for Western Sydney residents and Aboriginal communities
- increased awareness of inclusivity and unconscious bias, while considering the perspectives of diverse groups
- gender diversity and equality measured by representation of women in the workforce and women in leadership roles
- flexible work practices by providing an environment that encourages and fosters flexibility
- wellbeing fostered by an environment of support and care to enable our people to flourish.

Diversity and inclusion are strategic business priorities that will enhance creativity, innovation and connection to the communities among whom we operate. For the 2020–21 financial year, WSA introduced a dedicated diversity and inclusion policy, as well as strategy and action plan, to meet the diverse needs of our people (employees, customers, communities and stakeholders). WSA aims to achieve the action plan through 3 strategic focus areas:

- inclusive culture
- inclusive leadership and decision-making
- inclusive construction, commerce and community.

The strategy and action plan directly link people to growing the airport as an ethical, innovative and

productive business. It supports the creation of a workplace environment in which diversity in the project workforce is valued and employees can reach their potential by contributing their unique ideas, perspectives and experiences. We have and will continue to develop tailored programs to support cultural inclusion and comply with regulations, and that are designed to promote employee engagement and community commitment.

WSA's diversity and inclusion agenda flows through all levels of our organisation. Gender diversity is led from the top and demonstrated by female representation as follows:

- 43% of Board positions
- 38% of executive leadership positions
- 32% of leadership positions
- 43% of WSA's direct workforce.



## Flexible work

We understand that many full-time and part-time employees may need flexibility in their work. Our Flexible Work Arrangements Policy exceeds statutory requirements to foster diversity and inclusion, health and wellbeing and productivity.

This policy recognises the mutual benefits and increasing importance of a flexible workforce who can apply the best skills and perspectives to the needs of our stakeholders, customers and each other. This policy allowed us to be agile and responsive as we continued to work through COVID-19 and maintained project momentum.

## Employee engagement

WSA aims to have a highly engaged workforce. We monitor workforce sentiment via a twice-yearly engagement survey. The full annual engagement survey was undertaken in May 2021, with a result of 70%. This result was slightly down from the previous year of 71%. While we know the impacts of COVID-19 have affected employee sentiment, WSA will conduct a comprehensive analysis and recommend actions to continue to positively promote employee engagement.

## Wellbeing

We recognise that employees spend a significant portion of their time at work, so maintaining wellbeing in the workplace is of utmost importance. The introduction of trained mental health first aiders has assisted with our focus on employee wellbeing. Wellbeing can build self-awareness, resilience and confidence, and also foster productivity – all of which are advocated by our Health and Wellbeing Policy.

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. Our approach focuses on results and brings to life our values of safety, integrity, inclusion, pioneering, courage and passion.

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



WSA talks to local students about safety, construction and airports.

# Financial overview

During 2020–21, WSA continued to concentrate on construction activities, airport design development and business activities needed to build the airport, including:

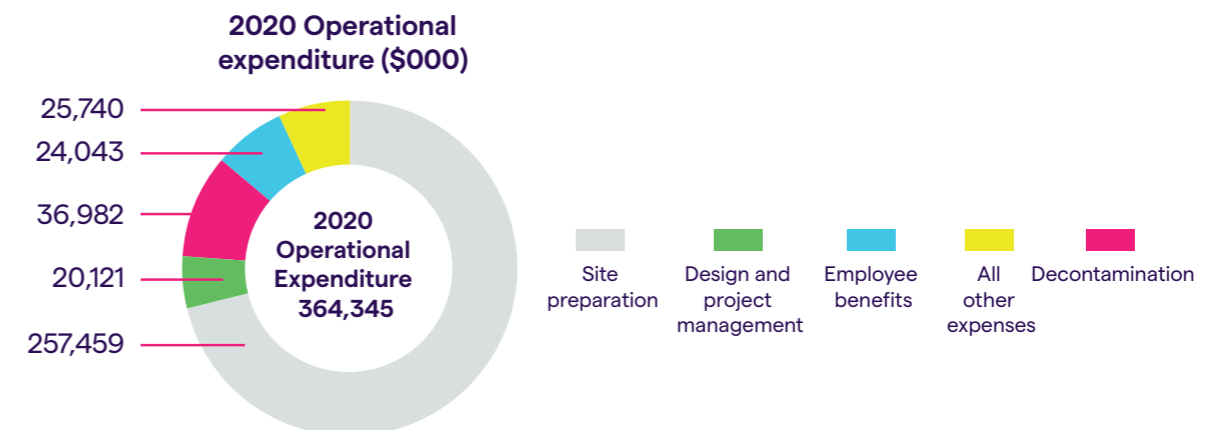
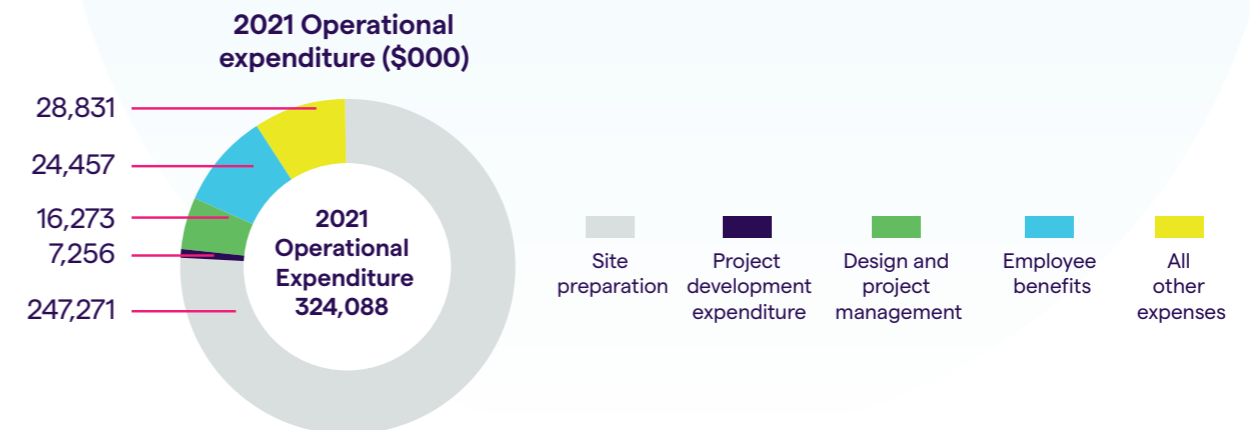
- awarding the terminal and baggage handling system contracts
- ongoing major earthworks activities (67.2% of construction and engineering completed at 30 June 2021).

## Operational expenditure

The company generated an operating loss of \$309.5 million for the year, primarily due to being in the pre-development phase of construction. The majority of operational expenditure is related to site preparation works.

Specifically, the significant expenditures for the 2020–21 financial year were:

- \$247.3 million site preparation expenses
- \$24.5 million employee benefits expenses
- \$16.3 million design and project management expenses.



Financial  
overview

5.



### Capital expenditure

Capital expenditure of \$229.2 million for the year related to the carrying out of capital works (primarily site development and completed wastewater pipeline), project management, and design and engineering.

Capital expenditure	2021 \$000	2020 \$000
Airport construction in progress	227,542	145,371
Property, plant and equipment	207	307
Right-of-use assets	1,447	71
<b>Total</b>	<b>229,196</b>	<b>145,749</b>

### Capital funding and liquidity

The Commonwealth Government contributed \$645.0 million in equity during 2020-21 (\$505.1 million in 2019-20), bringing the total equity contribution at 30 June 2021 to \$1.7 billion.

Aside from the current-year operating loss, the company's net assets position increased to \$539.2 million at 30 June 2021. We have sufficient funds to meet our existing financial obligations at the Statement of Financial Position date, and the Commonwealth Government has committed to make ongoing equity funding available to ensure that we can execute the development of Western Sydney International as planned.



260 pieces of earthmoving equipment helped prepare the site of Sydney's new airport.

# Directors' report

## The board of directors

The following persons were Directors of the Company up to the date of this Annual Report.

Name	Role	Period of directorship
Mr Paul O'Sullivan	Chair, Independent Non-executive Director	Appointed 7 August 2017 (5-year term)
Mrs Fiona Balfour	Independent Non-executive Director	Appointed 7 August 2017 Reappointed 7 August 2020 (3-year term)
Mr Tim Eddy	Independent Non-executive Director	Appointed 7 August 2017 Reappointed 7 August 2020 (3-year term)
Mr Vince Graham AM	Independent Non-executive Director	Appointed 14 November 2017 (4-year term)
Ms Anthea Hammon	Independent Non-executive Director	Appointed 14 November 2017 (5-year term)
Ms Christine Spring	Independent Non-executive Director	Appointed 7 August 2017 Reappointed 7 August 2021 (3-year term)
Mr John Weber	Independent Non-executive Director	Appointed 14 November 2017 Reappointed 14 November 2020 (3-year term)

## Meetings of Directors

	Board		Design and Construction Committee		Audit and Risk Committee		People, Remuneration and Nomination Committee		Safety, Health, Environment and Community Committee		Technology Committee <sup>5</sup>		Investment Committee <sup>6</sup>	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
P O'Sullivan	11	11	9	9	4	4	5	5	4	4	5	5	5	5
F Balfour	11	11	9	9	4	4	5	5	-	-	5	5	5	5
T Eddy <sup>7</sup>	11	10	-	-	4	4	-	-	-	-	5	5	5	5
V Graham AM	11	11	9	9	-	-	5	5	4	4	-	-	-	-
A Hammon	11	10	-	-	-	-	5	5	4	4	5	5	-	-
C Spring <sup>8</sup>	11	11	9	9	4	3	-	-	-	-	5	5	5	4
J Weber <sup>9</sup>	11	11	9	9	4	4	5	5	4	4	-	-	5	5

Details relating to the Board skills matrix, the independence of Directors and the Code of Conduct applicable to the Board are included in the Corporate Governance Statement (see page 41).

Directors' report

6.

# Director profiles



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

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

Paul is the first Chair of WSA Co Limited and was appointed in August 2017. Before joining us, Paul was the CEO of Singtel Group (Consumer) from 2012 to 2014, and the CEO of Optus before that. Before those roles, he worked in a range of senior positions at 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 to the Information Technology Industry'.

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



**Mr Tim Eddy**  
Non-executive Director  
(appointed August 2017)

Tim has more than 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 more than 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 more than 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 more than 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 more than 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.

# Operations

## Review of operations

The Chair's message and the CEO's message (pages 6–9), and Sections 1, 2 and 3 (pages 12–23) provide a review of the company's operations.

## Principal activities

The company's main activities during the period are covered in Sections 1, 2 and 3 (pages 12 to 23) and the Financial overview (pages 30–33). There have been no significant changes in the nature of those activities during the period.

## Significant changes in the state of affairs

Other than the information set out in the Operating overview, represented in Sections 1, 2 and 3, there were no significant changes in the state of affairs during the reporting year.

## Events since the end of the financial year

Under the NSW Government's Public Health Order to limit the spread of COVID-19, construction activities at the airport site were paused between 19 July 2021 and 11 August 2021.

Limited construction activities have since recommenced, subject to important health and safety controls in line with the NSW Government's Public Health Orders.

This event is likely to affect the project's budget and schedule. Management is currently reviewing and assessing the potential implications for the project.

On 26 August 2021, the contract for the pavements package to design and construct the runway, taxiways and other airside infrastructure was approved for award by the Board.

No other matter or circumstance has arisen since 30 June 2021 that has significantly affected the company's operations, results or state of affairs, or may do so in future years.

## Likely developments and expected results of operations

Likely developments include procurement of contracts, design and engineering and construction works. The Chair and CEO message and Operating overview, represented in Sections 1, 2 and 3, provide more information.

## Dividend

No dividends have been paid or declared during the period.

## Environmental regulation

The company is subject to significant environmental regulation in respect of our land development and construction activities. The Western Sydney Airport Plan imposes conditions on the design, construction and operation of the Stage 1 development, and includes strict environmental standards and implementation of mitigation measures identified in the Environmental Impact Statement. The company is committed to managing its activities in an environmentally responsible manner to meet its legal, social and ethical obligations.

## Indemnification of officers

As an organisation, we have indemnified each of the Directors and officers of the company against legal proceedings, loss or liability that arises in their capacity as a Director or officer. As at 30 June 2021, no claims have been made.

## Non-audit services

Neither the Auditor-General nor the Australian National Audit Office has provided non-audit services.

## Auditor's Independence Declaration

The Directors received an independence declaration from the Auditor-General. A copy of this declaration is included with the Financial Report.

Signed in accordance with a resolution of the Directors.



**Mr Paul O'Sullivan**  
Chair of the Board



**Mr Tim Eddy**  
Chair of the Audit and Risk Committee

Sydney  
26 August 2021



# Remuneration report

## Letter from the chair of the People, Remuneration and Nomination Committee

**On behalf of the Board, I am pleased to present our 2020–21 Remuneration report, which summarises the company's achievements of the past year and the associated remuneration for our Chief Executive Officer and senior executives. The fee arrangements for Board members are also detailed.**

### The Committee's work in 2020–21

The role of the People, Remuneration and Nomination Committee is to ensure that WSA has robust people-management processes, remuneration policies and frameworks in place to attract and retain the most suitable high-calibre people. During 2020–21, the Committee continued to discharge its duties by undertaking regular reviews of WSA's approach to remuneration, ensuring remuneration levels appropriate to key initiatives, including:

- the company's objectives and goals (described in the Corporate Plan)
- the company's values (particularly its safety-first mindset)
- the alignment of remuneration outcomes with individual accountability and performance
- maturing attraction, retention and flexible work processes.

In determining financial year remuneration, the Committee's work has continued to focus on execution of the company's performance-oriented remuneration strategy. WSA's activities were identified as an essential service during the COVID-19 pandemic, and the project has been described as a significant infrastructure project for the nation's economic recovery. We have met or exceeded all our key performance indicators, and the project remains on time and on budget and – most importantly – has a solid safety record.

### Year in review

Establishing WSA as an employer of choice is a key business objective. The company has continued to focus on delivering a positive employee value proposition and an engaged workforce, notwithstanding the effects of the COVID-19 pandemic.

We have continued to build capability by attracting and developing key talent to create an experienced and high-performing workforce.

Mr Simon Hickey commenced as CEO on 15 July 2020. Mr Hickey's primary focus is driving value-for-money from the construction of the airport infrastructure, development of the airport business and associated customer-focused commercial strategies, driving WSA's performance as a catalyst for socio-economic uplift in Western Sydney, as well as fostering the growth of the company's people and culture.

To support and drive these objectives, WSA welcomed Alison Webster as the new Executive General Manager Commercial and Strategy, and we have recently completed an executive search for the newly created role of Chief Operations Officer, due to commence in August 2021. In addition, during the past year, Steven van der Donk was appointed Chief Legal Officer.

We also take this opportunity to thank Steve Mann for his contribution to WSA while acting in the Executive General Manager Commercial and Strategy position, prior to Alison Webster's appointment.

During the year, we were pleased to confirm the reappointment to the Board of 3 non-executive directors – Fiona Balfour, Tim Eddy and John Weber – for 3-year terms.

Key people achievements for the total workforce include:

- 1.26 TRIFR result against a target of 5
- zero hours of lost time due to global COVID-19 pandemic
- 51% local employment, exceeding our target of 30% for the construction phase
- 36% diverse workforce, exceeding our target of 10% (including 4% Aboriginal participation, women in leadership roles, women in non-traditional roles and people from disadvantaged backgrounds)
- exceeding learning worker workforce targets by 10%
- 1,766 job-years job creation since project inception

Key people achievements for the direct workforce include:

- gender mix of 43% female, 57% male
- 70% employee engagement
- implementation of WSA's inaugural traineeship program, with 4 young people from Western Sydney now employed in areas including airport design, contract management, corporate affairs and technology
- creation of WSA's diversity and inclusion policy, strategy and action plan
- engagement with the Youth Engagement Strategy (YES) Aviation program, in collaboration with TAFE NSW
- the mentoring of school students, unemployed migrants and refugees by WSA employees through our partnership with Australian Business and Community Network (ABCN) and Settlement Services International (SSI).

Key project achievements include:

- CEO keynote address at Boomtown! 2020 (Western Sydney Leadership Dialogue)

## Remuneration report

# 7.

# Remuneration report

- contract award of the baggage handling system contract in March 2021
- accomplishing the halfway point of the earthmoving project in March 2021, with more than 13 million cubic metres of earth moved across the site
- contract award of the terminal and specialty works package in May 2021
- recycling 400 tonnes of asphalt and donating it to the Luddenham Showground to resurface showground roadways and pavements
- recycling of WestConnex sandstone for airport construction
- numerous community partnerships and engagements through Conservation Volunteers Australia, the ABCN and SSI.

In recognition of the impact of the COVID-19 pandemic on all Australians, there were no increases to the fixed remuneration of the WSA workforce in 2020–21.

While COVID-19 continues to have considerable social and economic effects on the nation, our workforce has demonstrated remarkable resilience and an outstanding commitment to advancing the project, consistent with WSA's values. Our employees worked continually and collaboratively to deliver safe and uninterrupted project operations.

The CEO and executives continue to provide exceptional leadership and outcomes amid the uncertainties of the pandemic. In determining the remuneration for the CEO and executives for 2020–21, the Board has considered the social and economic environment in the context of WSA's established remuneration principles and challenges of a constrained talent market compared to previous years. The Board has also considered the continued strong performance of our

executive and employees against our balanced scorecard.

WSA will continue to test and evolve its approach to remuneration as the company continues to mature. This demonstrates our commitment to be both responsible and effective with regard to remuneration of our people.



**Mr John Weber**  
Chair People, Remuneration and Nomination Committee

26 August 2021

## Key management personnel

The key management personnel (KMP) whose remuneration is disclosed in this year's report are:

Name	Title	KMP term
<b>Non-executive Directors</b>		
Paul O'Sullivan	Chair	Full year – appointed 7 August 2017
Fiona Balfour <sup>4</sup>	Non-executive Director	Full year – reappointed 7 August 2020
Tim Eddy <sup>5</sup>	Non-executive Director	Full year – reappointed 7 August 2020
Vincent Graham AM	Non-executive Director	Full year – appointed 14 November 2017
Anthea Hammon	Non-executive Director	Full year – appointed 14 November 2017
Christine Spring	Non-executive Director	Full year – reappointed 7 August 2021
John Weber <sup>6</sup>	Non-executive Director	Full year – reappointed 14 November 2020
<b>Senior Executives</b>		
Simon Hickey <sup>7</sup>	Chief Executive Officer	Part year – appointed 15 July 2020
Scott MacKillop	Chief Corporate Affairs Officer	Full year – appointed 18 May 2020
Steve Mann <sup>8</sup>	Executive General Manager Commercial and Strategy (contractor)	Part year – appointed 2 December 2019
Tom McCormack	Chief Technology Officer	Full year – appointed 1 September 2018
Jim Tragotsalos <sup>9</sup>	Executive General Manager Airport Infrastructure	Full year – appointed 4 June 2018
Shelley Turner	Chief Financial Officer	Full year – appointed 18 September 2017
Steven van der Donk <sup>10</sup>	Chief Legal Officer	Part year – appointed 4 January 2021
Joanne Vaughan	Chief People and Culture Officer	Full year – appointed 18 December 2017
Alison Webster <sup>11</sup>	Executive General Manager Commercial and Strategy	Part year – appointed 11 January 2021

For the purposes of this disclosure, the company has defined KMP as the Board Directors, CEO and senior executives who have authority and responsibility for planning, directing and controlling the activities of the company.

<sup>4</sup> Original appointment was 7 August 2017 to 6 August 2020.

<sup>5</sup> Original appointment was 7 August 2017 to 6 August 2020.

<sup>6</sup> Original appointment was 14 November 2017 to 13 November 2020.

<sup>7</sup> Mr Simon Hickey commenced as CEO on 15 July 2020. The Commonwealth has set an initial 5-year term for WSA's CEO.

<sup>8</sup> Mr Mann was engaged on a contractor basis until 26 February 2021, facilitating the transition to Alison Webster.

<sup>9</sup> Mr Tragotsalos acted as Interim CEO until the appointment of Simon Hickey on 15 July 2020. Mr Tragotsalos then resumed his position as EGM Airport Infrastructure.

<sup>10</sup> Mr van der Donk was appointed effective 4 January 2021.

<sup>11</sup> Ms Alison Webster was appointed effective 11 January 2021.

# Remuneration report

## 2020–21 Senior executive remuneration

### Remuneration governance at Western Sydney Airport

The role of the People, Remuneration and Nomination Committee (PRNC) is to help the Board fulfil its governance responsibilities in relation to people management and remuneration policies.

The table below sets out the roles and responsibilities of the Board, the PRNC and management in relation to executive remuneration.

The Board	PRNC	Management
	Approves our remuneration strategy, including remuneration reviews, remuneration levels, incentive policies and remuneration practices.	Prepares remuneration strategy, policy recommendations and information for the PRNC's consideration and approval.
Approves CEO remuneration in line with the Remuneration Tribunal's determinations.	Approves remuneration incentive and benefit policies, practices and arrangements, within the parameters of the guidelines or determinations set by the Remuneration Tribunal where applicable.	Oversees the implementation of approved remuneration policies and processes.
Approves senior executive remuneration.	Reviews and recommends senior executive remuneration, including short-term incentive targets, to the Board.	Prepares recommendations and information for the PRNC's consideration.  Monitors key employee data, enabling remuneration and benefits to support the company's ability to attract, retain and reward talented people.
	Reviews and oversees the company's recruitment practice, learning and development approach, engagement program and people practices.	Reports workforce metrics and practices to the PRNC.  Develops and implements the company's recruitment practices, learning and development approach, engagement program and people practices.  Monitors key employee data, including workforce targets, employee engagement, turnover and hiring information.

### Overarching Board discretion

The Board retains overall discretion to adjust enterprise-wide remuneration upwards or downwards. In applying this judgment, the Board will consider a range of factors, including, but not limited to:

- safety, including the delivery of priorities, plus lead and lag indicators
- our overall financial results
- unanticipated political or economic events
- the quality of the outcome relative to the agreed strategy
- alignment of individual behaviours with our vision and values.

### Support from external advisers

During 2020–21, KPMG advised our organisation in relation to remuneration. The advice included benchmarking data, and a review of the remuneration and benefits and short-term incentives policies. This included remuneration market trends analysis as a result of the COVID-19 pandemic. The advice from KPMG did not constitute a remuneration recommendation as defined in the *Corporations Act 2001* (Cth).

## 2020–21 remuneration strategy and framework

Our remuneration strategy is aligned with the business plan. It aims to deliver superior performance and sustainable growth in the interests of the Greater Western Sydney community. It is designed to attract, grow and retain the quality of people required to deliver the airport and the airport business.

Remuneration principles		
Market competitive	Performance oriented and equitable	Aligned with stakeholder and public interest

Remuneration objectives			
Pay people competitively and reward contributions to our long-term objectives	Consistency and equity in remuneration	Remuneration and benefits policies and practices which promote the judicious use of public money	Remuneration and benefits governance processes that are transparent and support financial soundness and prudent risk management

## 2020–21 remuneration framework

The remuneration framework comprises fixed annual remuneration (FAR) and short-term incentives (STI) and is designed to support the remuneration strategy.

FAR	STI
<p>FAR includes base salary, superannuation contributions and appropriate benefits provided to senior executives.</p> <p>The FAR for the CEO is determined by the Remuneration Tribunal and the role is classified as a Principal Executive Officer (PEO) Band E.</p> <p>FAR levels are set according to the nature and scope of the senior executive's role, as well as their performance and experience.</p> <p>We benchmark senior executives with reference to ASX-listed and unlisted companies of comparative size and complexity, as well as other Government Business Enterprises.</p>	<p>The STI plan is an annual performance-based incentive paid in cash, with 50% entitlement in the current year and 50% deferred for 12 months for the CEO and senior executives.</p> <p>The STI plan is an at-risk component of total remuneration. Its purpose is to incentivise senior executives to deliver annual performance outcomes aligned to shareholder ministers' interests.</p> <p>The maximum STI opportunity for the CEO for 2020–21 is 50% of FAR. For the other senior executives, it is between 30% and 40% of FAR. The tribunal sets parameters for the CEO's performance pay, including the deferral requirement.</p> <p>The STI is linked to individual balanced scorecards of key performance indicators (KPIs), and an assessment against overall results and alignment to the company's values.</p> <p>KPIs are a mix of financial and non-financial measures, including safety, environment, infrastructure, community and people targets, and individual performance objectives directly related to the senior executive's core area of responsibility. The PRNC makes determinations of an individual's STI based on assessment of the KPIs and application of overall discretion, as described above.</p>

## Total potential remuneration

### CEO's remuneration arrangements

Mr Hickey accepted the role of CEO, effective 15 July 2020.

As this is a Principal Executive Office role, the parameters for Mr Hickey's remuneration levels were set by the Remuneration Tribunal. Based on the Remuneration Tribunal's guidance, Mr Hickey's remuneration arrangements were:

- total fixed remuneration: \$852,096 per annum (including base salary and superannuation)
- target short-term incentive: \$426,048 per annum (50% of total fixed remuneration).

### 2020–21 current senior executive remuneration table

WSA's remuneration approach requires evolution aligned with the phases of the project. The company has engaged KPMG to benchmark senior executive remuneration. The interests of our shareholders and the Commonwealth are best served when our executives are fairly remunerated and outstanding performance is appropriately rewarded. The company's senior executive remuneration is currently positioned at the 25th percentile for total remuneration against market comparators from which WSA draws talent. The 2020–21 financial year remuneration reflects outstanding senior executive performance in the context of a constrained and highly competitive talent market.

The following table presents the total remuneration of current senior executives for 2020–21.

Name	Year	Short-term benefits			Post-employment benefits	Other long-term benefits		Total remuneration
		Base salary <sup>12</sup>	STI	Salary packaging	Superannuation contributions	STI deferred	Long service leave	
		\$	\$	\$	\$	\$	\$	\$
Simon Hickey <sup>13</sup>	2021	825,651	197,872	-	21,694	197,872	1,254	1,244,343
	2020	-	-	-	-	-	-	-
Scott MacKillop	2021	363,240	43,737	-	21,694	43,737	3,872	476,280
	2020	45,872	5,255	-	2,716	5,255	335	59,433
Tom McCormack	2021	429,443	64,020	-	21,694	64,020	4,761	583,938
	2020	412,071	52,968	-	21,003	52,968	3,230	542,240
Jim Tragotsalos	2021	544,136	101,798	-	21,694	101,798	3,677	773,103
	2020	566,348	89,245	-	21,003	89,245	5,571	771,412
Shelley Turner	2021	491,828	71,145	-	21,694	71,145	5,923	661,735
	2020	430,119	59,288	-	21,003	59,288	4,557	574,255
Steven van der Donk <sup>14</sup>	2021	200,172	26,715	-	10,847	26,715	309	264,758
	2020	-	-	-	-	-	-	-
Joanne Vaughan <sup>15</sup>	2021	301,625	51,178	21,605	21,694	51,178	5,564	452,844
	2020	314,777	46,286	21,605	21,003	46,286	2,319	452,276
Alison Webster <sup>16</sup>	2021	253,944	44,526	-	10,847	44,526	385	354,228
	2020	-	-	-	-	-	-	-
<b>Total current senior executives</b>	2021	<b>3,410,039</b>	<b>600,991</b>	<b>21,605</b>	<b>151,858</b>	<b>600,991</b>	<b>25,745</b>	<b>4,811,229</b>
	2020	1,769,187	253,042	21,605	86,728	253,042	16,012	2,399,616

### 2020–21 former senior executive remuneration table

The following table presents the total remuneration paid to members of the senior executive team who left the business during or in the year prior to 2020–21.

Name	Year	Short-term benefits		Other	Post-employment benefits	Other long-term benefits		Total remuneration
		Base salary <sup>17</sup>	STI	Contract cessation payments	Superannuation contributions	STI deferred – actual	Long service leave	
		\$	\$	\$	\$	\$	\$	\$
Steve Mann <sup>18</sup>	2021	495,950	-	-	-	-	-	495,950
	2020	438,311	-	-	-	-	-	438,311
Graham Millett	2021	-	-	-	-	-	-	-
	2020	749,488	228,992	369,342	21,003	-	(3,980)	1,364,845
Maryanne Graham	2021	-	-	-	-	-	-	-
	2020	227,931	-	-	14,894	(55,026)	(1,900)	185,899
Katherine Newton John	2021	-	-	-	-	-	-	-
	2020	69,003	-	277,749	10,501	(51,000)	(2,104)	304,149
<b>Total former senior executives</b>	2021	<b>495,950</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>495,950</b>
	2020	1,484,733	228,992	647,091	46,398	(106,026)	(7,984)	2,293,204

<sup>12</sup> Base salary comprises cash salary, annual leave paid and movement in the annual leave provision during the period calculated in accordance with AASB 119 Employee Benefits.

<sup>13</sup> Base salary and STI entitlements have been pro-rated in line with start dates.

<sup>14</sup> Mr van der Donk was appointed effective 4 January 2021.

<sup>15</sup> Ms Vaughan elected to reduce her work hours to 80% of full-time equivalent from 18 May until 31 December 2020, returning to 100% from 1 January 2021. The salary packaging relates to a reportable fringe benefit of a vehicle.

<sup>16</sup> Ms Alison Webster was appointed effective 11 January 2021.

<sup>17</sup> Base salary comprises cash salary, annual leave paid and movement in the annual leave provision during the period calculated in accordance with AASB 119 Employee Benefits.

<sup>18</sup> Mr Mann completed his contracting engagement on 26 February 2020. As a contractor he was not entitled to STI or post-employment benefits.



### 2020–21 STI for current senior executives

The following table presents the target and awarded STI for 2020–21 for the members of the senior executive team employed as at 30 June 2021.

Name	Target STI	Awarded STI	Awarded STI as % of target	Forfeited STI	STI cash	STI deferred
	\$	\$		\$	\$	\$
Simon Hickey	407,983	395,744	97%	12,239	197,872	197,872
Scott MacKillop <sup>19</sup>	99,401	87,474	88%	11,927	43,737	43,737
Tom McCormack	132,000	128,040	97%	3,960	64,020	64,020
Jim Tragotsalos	218,921	203,596	93%	15,325	101,798	101,798
Shelley Turner	153,000	142,290	93%	10,710	71,145	71,145
Steven van der Donk	60,715	53,430	88%	7,285	26,715	26,715
Joanne Vaughan	110,059	102,356	93%	7,703	51,178	51,178
Alison Webster	101,195	89,052	88%	12,143	44,526	44,526
<b>Total</b>	<b>1,283,274</b>	<b>1,201,982</b>		<b>81,292</b>	<b>600,991</b>	<b>600,991</b>

<sup>19</sup> Mr MacKillop was on extended leave for a period of time during the 2020–21 financial year therefore his target STI has been pro-rated accordingly.



A community open day was held in March 2021.

### 2020–21 STI balanced scorecard for the CEO and senior executives

The CEO and executive balanced scorecards contain a range of financial and non-financial KPIs aligned to the strategic priorities of Western Sydney Airport.

The company's scorecard in 2020–21 is as follows.

Strategic domain KPI	KPI description	Performance outcome		
		Not met	Partially achieved	Fully achieved
Safety record	This measures our success in cultivating and reinforcing a safety first, prevention and protection mindset among our employees, contractors and consultants. <b>Measure:</b> Safety record: TRIFR < 5* *Industry benchmark			✓
Infrastructure delivery	This measures our success in achieving the key project milestones for building the infrastructure. <b>Measure:</b> Completion of key project milestones within the specified timeframes. Awarding of contracts under terminal and specialty works: • baggage handling system (Q3 FY21) • main works package 2 (Q4 FY21)			✓
Developing the airport business	This measures our success in achieving the key business milestones for building the business. <b>Measure:</b> Completion of key business milestones within the specified timeframes.			✓
Employee engagement	This measures our success in engaging with the team, fostering agility, engaging leadership, talent focus and commitment to roles. <b>Measure:</b> Employee engagement score uplift to 3% above the Australian benchmark.		✓	
Environmental performance	This measures our success in effectively executing the Construction Environmental Management Plans (CEMPs) throughout the delivery phases of the airport. <b>Measure:</b> Environmental performance: nil Environmental Protection Orders issued by the Airport Environment Officer			✓
Community engagement	This measures our success in engaging with the community, and its subsequent awareness and support of Western Sydney International (Nancy-Bird Walton) Airport. <b>Measure:</b> Community engagement: maintain at least the 2019–20 result of 65%			✓
Financial performance	This measures actual expenditure relative to budgeted forecasts. <b>Measure:</b> Expenditure within budget			✓

## Non-executive director fees

The Commonwealth of Australia, through the shareholder ministers, appoints all our company's non-executive directors.

The Remuneration Tribunal, an independent statutory body overseeing the remuneration of key Commonwealth officers, sets fees for non-executive directors. We comply with the Remuneration Tribunal's determinations, which are prescribed independently.

The Remuneration Tribunal sets annual chair and non-executive director fees, as well as fees to recognise relevant committee work. Fee packaging may be made available to non-executive directors within the fees specified. Statutory superannuation is paid on top of fees set by the tribunal.

The following table sets out the non-executive director fees, excluding superannuation, as directed by the tribunal for 2020–21. No extra committee fees apply to the Chair of the Board, whose fee is all-inclusive of any additional responsibilities. There was no Deputy Chair appointed to the Board in 2020–21.

Board position	2020–21 entitlement (excl. superannuation)
	\$
Chair	166,290
Deputy Chair	124,720
Non-executive directors	83,150
Audit and Risk Committee Chair	16,320
Audit and Risk Committee member	8,160
Other committee chairs <sup>20</sup>	5,019

The remuneration of non-executive directors is shown in the following table.

Name	Year	Short-term benefits (director's fees) <sup>21</sup>	Post-employment benefit (superannuation contribution)	Total remuneration
		\$	\$	\$
Paul O'Sullivan	2021	166,290	15,798	182,088
	2020	157,976	15,008	172,983
Fiona Balfour	2021	91,310	8,674	99,984
	2020	103,473	9,830	113,302
Tim Eddy	2021	99,470	9,450	108,920
	2020	95,313	9,055	104,367
Vincent Graham AM	2021	88,169	8,376	96,545
	2020	95,313	9,055	104,367
Anthea Hammon	2021	83,150	7,899	91,049
	2020	78,993	7,504	86,497
Christine Spring	2021	101,380	9,631	111,011
	2020	95,313	9,055	104,367
John Weber	2021	96,329	9,151	105,480
	2020	87,153	8,279	95,432

<sup>20</sup> As per the Remuneration Tribunal determination, the Committee Chair fees for the People, Remuneration and Nominations Committee, the Design and Construction Committee and the Safety, Health, Environment and Community Committee ceased on 21 October 2020.

<sup>21</sup> Additional fees paid to committee chairs and members of the Audit and Risk Committee are included in director's fees. In consideration of the broader economy, all non-executive directors elected to forgo 20% of their base pay for the months April to June 2020.



WSA recognises the legacy of Aboriginal people and the traditional Country on which the airport is being built.

# Corporate governance statement

This statement, which the Board approved on 26 August 2021, outlines our corporate governance framework and practices.

We are committed to maintaining high standards of corporate governance, which is essential to the integrity, sustainability and performance of our company and in the best interests of our shareholders.

We have established a robust governance framework that includes policies and procedures to comply with our legal and regulatory obligations, as well as reflect best practice and meet probity requirements. As a Government Business Enterprise (GBE), we are

also subject to parliamentary scrutiny and are required to keep shareholder ministers informed of activities, issues and decisions affecting our company.

Our corporate governance framework considers government, regulatory and legislative requirements, as well as best market practice, including:

- the *Public Governance, Performance and Accountability Act 2013 (Cth)* (PGPA Act) and *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule)

- the *Corporations Act 2001 (Cth)*
- the *Department of Finance Resource Management Guides*
- our Commercial Freedoms Framework, approved by our shareholder ministers
- the Australian Securities Exchange (ASX) *Corporate Governance Council's Corporate Governance Principles and Recommendations, 4th Edition (ASX Principles)* that WSA considers relevant to the company.

We are wholly owned by the Commonwealth of Australia, represented by the following shareholder ministers.

Shareholder minister	Period
The then Minister for Finance, Senator the Hon. Mathias Cormann.	1 July 2020 – 30 October 2020
The then Minister for Population, Cities and Urban Infrastructure, the Hon. Alan Tudge MP.	1 July 2020 – 22 December 2020
The Minister for Finance, Senator the Hon Simon Birmingham.	30 October 2020 – 30 June 2021
The Hon. Paul Fletcher MP, Minister for Communications, Urban Infrastructure, Cities and the Arts.	22 December 2020 – 30 June 2021

We are a public company limited by shares and incorporated in Australia. As we are wholly owned by the Commonwealth of Australia, we are not required to hold an annual general meeting pursuant to section 250N(4) of the *Corporations Act 2001 (Cth)*.

Our corporate governance framework voluntarily reflects the 8 ASX Principles. The following table shows where this statement considers each principle.

ASX Principle	Reference in this Corporate Governance Statement
1 Lay solid foundations for management and oversight	The Board (page 54) Board Committees (page 56)
2 Structure the Board to be effective and add value	The Board (page 54) Board Committees (page 56)
3 Instil a culture of acting lawfully, ethically and responsibly	Lawful, ethical and responsible behaviour (page 59)
4 Safeguard the integrity of corporate reports	Safeguard integrity in corporate reporting (page 60)
5 Make timely and balanced disclosure	Interactions with shareholder ministers (page 61)
6 Respect the rights of security holders	Interactions with shareholder ministers (page 61)
7 Recognise and manage risk	Commitment to risk management (page 61)
8 Remunerate fairly and responsibly	Remunerate fairly and responsibly (page 59)

## Corporate governance statement

# 8.

# Corporate governance statement

## Our corporate governance framework



## The Board

### Board members

The Board is made up of 7 independent Non-executive Directors, 4 males and 3 females. The Directors' report (pages 34–37) outlines their biographies and appointment details.

### Role and responsibilities of the Board

The Board is ultimately responsible for our performance, including meeting our accountability obligations to the Commonwealth. Its role is to provide strategic guidance for the company and effective oversight of management. Its key responsibilities are:

- liaising with the shareholder ministers on Commonwealth government policy requirements, including the implications of those policy requirements for our company

- to approve the strategic plans for our company, including ensuring that the corporate plan is prepared and submitted each year
- monitoring management in the implementation of the corporate plan and in the strategic direction of our company
- setting work health and safety and environmental performance objectives, developing appropriate policies and controls, ensuring legal compliance and monitoring progress against such objectives and policies
- appointing the CEO, following consultation with the Commonwealth
- reviewing the performance of the CEO
- monitoring the performance of senior management
- determining the risk appetite of our company, monitoring significant business risks and the adequacy,

appropriateness and operation of risk management, and associated internal controls and frameworks

- establishing, reviewing and overseeing a Code of Conduct for Directors, senior executives and other employees
- monitoring and overseeing compliance with best-practice corporate governance requirements
- monitoring and overseeing compliance with all legal and regulatory requirements, ethical standards and policies.

The Board Charter sets out further details of the responsibilities of the Board, including matters that are specifically reserved for the Board. It is reviewed annually, and a copy is available on our website [westernsydney.com.au/sites/default/files/2021-02/Board%20Charter%20Approved%20Nov%2020.pdf](https://westernsydney.com.au/sites/default/files/2021-02/Board%20Charter%20Approved%20Nov%2020.pdf).

## Delegation and reservation of powers

To help provide strategic guidance, the Board delegates some of its powers to the CEO and management. These matters are set out in our Delegation of Authority Policy, which clarifies the roles and responsibilities of the Board and senior management to support accountability and transparency in decision-making.

The Board is specifically responsible for:

- appointing the CEO following consultation with the Commonwealth
- appointing, re-appointing or removing the company's external auditors
- establishing Board Committees, their membership and delegated powers
- approving the Charter of each Board Committee, including any subsequent amendments
- recommending dividends, following consultation with the shareholder ministers
- reviewing and ratifying risk management, accountability, internal compliance and control, and legal compliance systems to ensure that appropriate compliance frameworks and controls are in place
- monitoring and overseeing compliance with best-practice governance requirements
- overseeing the physical and technological security of the company
- monitoring senior management performance, including its ability to deliver on milestones
- approving capital expenditure, acquisitions and divestiture decisions where the value and/or nature is such as to fall outside of the Delegation of Authority framework
- approving financial statements, the annual report and corporate plan.

## Performance of the Board

The performance of the Board, and of the Board Chair, is reviewed annually. In line with Government Business Enterprise requirements, the Board Chair gives shareholder ministers written confirmation of this review and advises of any areas of concern.

In line with Resource Management Guidelines (RMG) 126 requirements, in 2021 there was an external independent review of the Board's performance. This was completed in June 2021. A report was provided to our shareholder ministers on 18 August 2021.

## Induction and professional development of Directors

Our induction program for Directors includes meeting with senior management, a tour of the airport site and information about relevant legislative requirements. We provide ongoing education and information on relevant topics through presentations and briefings to the Board and its committees.

Education and training sessions give Directors the chance to develop and maintain the professional skills and knowledge needed to effectively perform their role. This training includes regular updates in relation to their duties, work health and safety legislation as well as other regulatory and legal developments.

## Board size, independence, composition and appointment

According to our Constitution, the Board must have a minimum of 3 and a maximum of 7 independent Non-executive Directors.

The Board and shareholder ministers will regularly review the composition of the Board to ensure that it contains the ideal number of Directors and that the Directors have an appropriate mix of skills.

## Director appointments

The Commonwealth Government appoints Directors through a formal letter of appointment that sets out key terms and conditions. The maximum term of office of a Director is 5 years. At the end of this period, the Director will retire but will be eligible for reappointment.

## Directors' independence

At the time of each Director's appointment or reappointment, the Commonwealth Government assessed their independence. The Board considers all Directors to be independent.

## Conflicts of interest

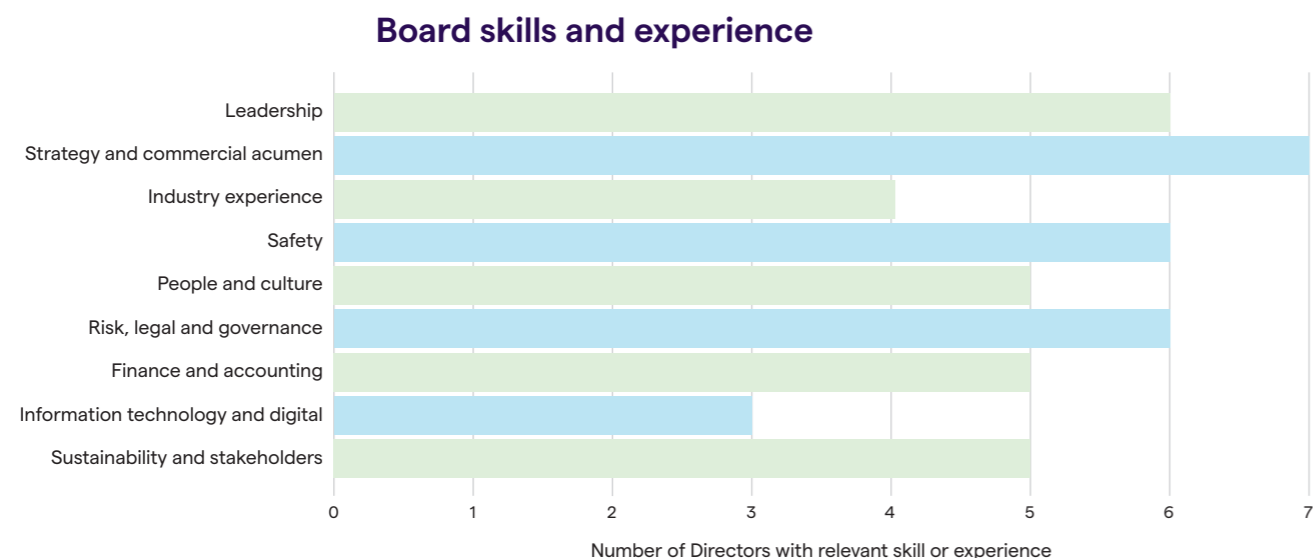
All Directors are required to disclose any interests or other directorships held, and to regularly update the information they provide. We maintain a Register of Interests to manage any potential conflicts of interest. This is tabled at each Board meeting.

Where a Director has a declared material personal interest in a matter, or may have a potential material conflict of interest, the Director will not take part in voting when the Board or committee deliberates on the issue.

# Corporate governance statement

## Board skills matrix

The following table sets out the skills our Board looks for, together with the details of those skills that the Directors contribute to the Board.



The current skills and experience across the Board are appropriate for the current business phase. As the business evolves, the skills and experience requirements of the Board will change, with commercial financing, commercial property, deep airline and airport operational experience becoming increasing requirements.

## Board committees

To assist the Board with discharging its responsibilities, the Board has established the following standing committees and project-related committees. It is expected that the standing committees will be ongoing and that the requirement for the project-related committees will be reviewed on a biennial basis.

Each committee is governed by its own charter, which details its role and responsibilities, membership requirements and frequency of meetings. Each charter is reviewed annually and revised as appropriate.

## Standing committees

Committee	Role and responsibilities	Membership requirements
Audit and Risk	The primary responsibility of the committee is to help the Board with its responsibilities regarding financial reporting, performance reporting, risk oversight and management, internal control and compliance with relevant laws and policies.	The committee must include: <ul style="list-style-type: none"> <li>a majority of independent Non-executive Directors</li> <li>at least 3 financially literate members</li> <li>at least one member with accounting or related financial expertise</li> <li>at least one member with the necessary technical knowledge and understanding of our industry.</li> </ul>
People, Remuneration and Nomination	The primary responsibility of the committee is to help the Board with its responsibilities regarding people management and remuneration policies. This includes Board nominations and Director performance, as well as overseeing our remuneration strategy and making recommendations to the Board regarding remuneration of the CEO and senior executives.	The committee must include: <ul style="list-style-type: none"> <li>a majority of independent Non-executive Directors</li> <li>at least 3 members.</li> </ul>
Safety, Health, Environment and Community	The primary responsibility of the committee is to help the Board in its oversight of health, safety and environment matters that may affect employees, contractors and local communities.	The committee must include: <ul style="list-style-type: none"> <li>a majority of independent Non-executive Directors</li> <li>at least 3 members.</li> </ul>

Copies of committee charters are available on our website [westernsydney.com.au](http://westernsydney.com.au).

The Audit and Risk Committee Charter is available at [westernsydney.com.au/sites/default/files/2021-02/ARC%20Charter%20Approved%20Nov%202020.pdf](http://westernsydney.com.au/sites/default/files/2021-02/ARC%20Charter%20Approved%20Nov%202020.pdf).

## Project-related committees

Committee	Role and responsibilities	Membership requirements
Design and Construction	The primary responsibility of the committee is to oversee the core design, construction and delivery of projects associated with the development of Western Sydney International.	The committee must include: <ul style="list-style-type: none"> <li>at least 2 members of the Board</li> <li>at least one member who understands construction or airport infrastructure, to help the committee effectively discharge its duties.</li> </ul> <p>The CEO will be invited to each meeting.</p>
Technology	The primary responsibilities of the committee are to assist the Board in its oversight of the core technology design and technology delivery projects associated with the development of Western Sydney International Airport.	The committee must include: <ul style="list-style-type: none"> <li>at least 2 members of the Board</li> <li>in addition, the Chief Executive Officer, Chief Technology Officer, Chief Financial Officer, EGM Commercial and Strategy and the EGM Airport Infrastructure or their delegate will be invited to attend each Committee meeting</li> <li>at least one member who has an understanding of airport technology design and implementation, so as to be able to assist the Committee to effectively discharge its duties.</li> </ul>
Investment	The responsibilities of the committee are to: <ul style="list-style-type: none"> <li>assess and review the Corporate Plan</li> <li>assess and review the Business Plan and Corporate Financial Model</li> <li>review recommendations made by management and provide advice to the Board about the value of major discretionary investment and divestment proposals.</li> </ul>	The committee must include: <ul style="list-style-type: none"> <li>at least 3 members, all of whom are financially literate.</li> <li>at least one member who has: <ul style="list-style-type: none"> <li>accounting or related financial expertise</li> <li>the necessary technical knowledge and understanding of the industry in which the company operates so as to be able to assist the Committee to effectively discharge its duties.</li> </ul> </li> </ul>

Copies of committee charters are available on our website [westernsydney.com.au](http://westernsydney.com.au).

# Corporate governance statement

## Board committee membership (as at 30 June 2021)

Committee Director	Design and Construction	Audit and Risk	People, Remuneration and Nomination	Safety, Health, Environment and Community	Technology	Investment
Paul O'Sullivan	Yes	Yes	Yes	Yes	Yes	Yes
Fiona Balfour	Yes	Yes	Yes		Yes (Chair)	Yes
Tim Eddy		Yes (Chair)			Yes	Yes (Chair)
Vince Graham AM	Yes		Yes	Yes (Chair)		
Anthea Hammon			Yes	Yes	Yes	
Christine Spring	Yes (Chair)	Yes			Yes	Yes
John Weber	Yes	Yes	Yes (Chair)	Yes		Yes

More information on the number of Board and committee meetings, as well as the attendance at each meeting, is in the Directors' report on page 35.

## Company Secretaries

The Company Secretary is accountable directly to the Board, through the Chair, on all matters to do with proper functioning of the Board. The Board appoints our Company Secretary.

### Melanie Burnicle

Company Secretary/  
Corporate Counsel  
Appointed May 2018

Melanie is a lawyer and governance professional with more than 15 years' experience in both private practice and in-house roles. She holds a Graduate Diploma of Applied Corporate Governance from the Governance Institute of Australia.

### Ed Gomes

Deputy Chief Legal Officer  
Appointed August 2021

Ed is a lawyer and governance professional with more than 15 years' experience in Europe, the United States, the United Kingdom and Australia. He has worked in private practice and in-house roles.

## Remunerate fairly and responsibly

### Directors' remuneration

The Remuneration Tribunal determines the remuneration and travel allowances payable to Non-executive Directors. Full details of Directors' remuneration are included in the Remuneration report (see pages 40–51).

### Senior executive performance and remuneration

Our PRNC helps the Board design an executive remuneration framework to attract, retain and motivate high-quality senior executives, while aligning their interests with a performance-based culture and the creation of long-term value.

The PRNC sets and reviews the remuneration of senior executives.

The Remuneration report (pages 40–51) gives full details of the senior executive remuneration, including the outcome of the 2020–21 performance evaluation.

It also gives more information about our remuneration framework and policies for senior executive remuneration.

## Lawful, ethical and responsible behaviour

Our purpose is to generate social and economic prosperity by working to safely deliver a thriving airport precinct in Western Sydney.

We are committed to achieving this while maintaining the highest levels of safety, integrity, sustainability and performance.

Underpinning this is a set of core organisational values that cultivate a positive corporate culture to empower people to deliver legally, ethically and responsibly.

### Code of Conduct

Our Code of Conduct applies to Directors, senior executives and other employees. It provides information about the behaviours we expect and that will foster a culture where ethical conduct is valued and demonstrated in day-to-day business.

All employees, consultants and contractors are required to demonstrate key behaviours consistent with the following standards:

- maintain high standards of transparency, honesty and fairness
- respect difference and embrace different ways of thinking
- refuse to tolerate bullying, harassment or discrimination
- work collaboratively and openly with each other
- consider environmental and social impacts when making a business decision, and ensure resources are used responsibly.

The Code of Conduct and supporting policies are available on our website at [westernsydney.com.au](https://www.westernsydney.com.au).

### Conflict of interest

Under our Code of Conduct and Conflict of Interest Policy, all employees must disclose any actual, perceived or potential conflicts of interest to their manager or to our Chief Legal Officer or Company Secretary for evaluation and advice.

### Privacy

Our Privacy Policy and People Privacy Policy set out how we must manage personal information to comply with the *Privacy Act 1988 (Cth)*. We review the policies regularly, and copies are available on our website at [westernsydney.com.au](https://www.westernsydney.com.au).

# Corporate governance statement

## Whistleblower protection

We recognise the importance of providing a safe, supportive and confidential environment, where people feel confident about reporting wrongdoing without fear of retaliation and are supported and protected throughout the process.

Our Whistleblower Policy provides a framework for the escalation of 'reportable or disclosable conduct'. This includes conduct that is illegal, improper, unethical or in breach of our company's corporate policies.

The policy applies to all Directors, officers, employees and suppliers of goods or services (and their employees). It includes secondees and contractors and covers disclosures under the *Corporations Act 2001 (Cth)*, *Tax Administration Act 1953 (Cth)* and the *Public Interest Disclosure Act 2013 (Cth)*.

A whistleblower may make a disclosure under the Whistleblower Policy to their immediate manager, a designated senior executive, or through a whistleblower hotline that is independently managed by KPMG.

No public interest disclosures or reports pursuant to the *Corporations Act 2001 (Cth)*, *Tax Administration Act 1953 (Cth)* or the *Public Interest Disclosure Act 2013 (Cth)* were received in the reporting period.

## Safeguard integrity in corporate reporting

We have developed formal and rigorous processes to independently verify and safeguard the integrity of our corporate reporting. This includes the annual Directors' report and other reports released to the public.

Our published corporate reports are our:

- corporate plan
- annual report, including the Directors' report, remuneration report, corporate governance statement, financial report and regulatory report.

### Internal controls

We have implemented rigorous internal controls to ensure the integrity of corporate reporting systems, including the accuracy of financial reporting. These internal controls include appropriate financial delegations, financial planning and reporting, and compliance with our Procurement Policy. The Audit and Risk Committee reviews corporate reports, which are then approved by the Board before public release.

This process ensures that the reports are accurate, compliant

and comprehensible, and that they provide shareholder ministers with appropriate information to make informed decisions.

We continually seek to improve the effectiveness of our risk management and control processes. Deloitte acted as our internal auditor until 30 June 2021, with Protiviti appointed our internal auditor for the period 1 July 2021 to 30 June 2023. The internal auditor regularly evaluates our risk management and control processes and reports to the Audit and Risk Committee. The committee reviews and endorses the annual audit program.

### External audit

Pursuant to Section 98 of the PGPA Act, the Auditor-General is responsible for auditing our financial statements. Our annual report is tabled in Parliament and our Financial Report is lodged with the Australian Securities and Investments Commission (ASIC).

In addition to auditing our annual financial statement audits, the Auditor-General is responsible for auditing compliance with the performance standards prescribed

for GBEs, in the circumstances outlined in the *Auditor-General Act 1997 (Cth)*.

### Declaration by the CEO and CFO

Before the Board approves our annual financial statements, the CEO and CFO provide confirmation in writing that the financial records of the company have been properly maintained and that the financial statements give a true and fair view of our financial position and performance.

They also make representations in relation to the adequacy and effectiveness of our risk management framework and internal controls.

Based on the evaluation performed as at 30 June 2021, the Interim CEO and CFO concluded that as of the evaluation date:

- such risk management, internal compliance and control systems were reasonably designed
- the financial statements and notes are in accordance with the *PGPA Act* and the *Corporations Act 2001 (Cth)*
- there are reasonable grounds to believe we will be able to pay our debts as and when they fall due.

## Commitment to risk management

Our Board of Directors is committed to implementing a robust risk management framework and processes as part of strategic and operational planning as a Government Business Enterprise, across its business domains and as the owner of project delivery for the design, construction and operation of Western Sydney International.

The company aims to foster a strong, positive risk culture based on shared values and behaviours, in order to promote an open and

proactive approach to managing risk that considers both threat and opportunity, and is one where risk is appropriately identified, assessed, communicated and managed across the company.

### Approach to risk management

Our Risk Management Policy, Framework and the Audit and Risk Committee Charter provide the mandate from the Board and management for how we manage risk.

The effective management of risk is essential to the success of any organisation and successful delivery of any project, and we are committed to establishing and maintaining the highest standards of risk management.

The risk management framework was reviewed and updated in 2021 to align with the stage of the project and our current risk maturity.

More information can be found in the Risk management section of this report (see pages 62–65).

## Interactions with the shareholder ministers

### Shareholder communications

We regularly communicate with our shareholder ministers and departments to inform them of any significant developments.

In compliance with the PGPA Act and the Commonwealth Government Business Enterprise – Governance and Oversight Guidelines, we provide information about our company and its governance through the annual corporate plan, annual report and regular shareholder reports and meetings. In line with the ASX Principles, we give our shareholder ministers the option to receive

and send our communications electronically.

We submitted our 2021–22 Corporate Plan, for the reporting period 2021–22 to 2024–25, to our shareholder ministers on 31 August 2021.

### Company disclosure obligations

We are obliged to keep shareholder ministers informed of activities. This obligation is similar to the continuous disclosure requirements applicable to ASX-listed entities. As soon as we become aware of any significant issues or information that may affect

our company, we are required to confidentially communicate the information to shareholder ministers. This may include significant changes to the business environment and any associated risks that may affect the delivery of the airport, or future revenue projections.

# Risk management

**We foster a strong, positive risk culture that is based on shared values and behaviours. Our Board and management are committed to implementing a robust risk management framework that satisfies both our strategic and operational planning as a Government Business Enterprise and as the owner of a project to deliver the design, construction and operation of Western Sydney International.**

This positive risk culture promotes an open, proactive approach to managing risk. It considers both threats and opportunities, and allows us to appropriately identify, assess and manage risks 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 continues to disrupt the aviation industry, as well as the economy and society more generally. Although the industry is seeing domestic travel slowly increasing, the path to recovery of international travel remains uncertain as countries continue to manage the impacts of the pandemic crossing their borders.

Despite these impacts, our company has maintained continuity in its operations and its schedule to deliver Western Sydney International in 2026. Although a significant amount of risk exposure is apparent, we continue to monitor our risk profile in order to capture and assess information and adjust our COVID-safe business continuity plans, and our approach to project activities, as required.

Maintaining the health and safety of our employees, contractors, partners and the general public is our number-one priority, and key to ensuring that our business operations continue as planned. As a greenfield airport, we are committed to ensuring that our design is future-enabled – both from an industry and government perspective – to best prepare Western Sydney International for future disruptions and to continue operating during such times.

With the commencement of the main works packages (passenger terminal, airside and landside), as well as the commencement of rail construction on site and integration of the M12 with the airport main entrance point and surrounding road network, the risk profile significantly changes and the nature of safety risks evolves. Activities will shift from earthworks to construction, which raises new risks such as those associated with working from heights, energisation and crane operations.

Interface risk remains an increasingly significant focus as additional major works packages are awarded and external road, rail and utility activities progress. To ensure the successful delivery of the airport, we need to effectively manage the interface between multiple major works contractors and external parties.

## Approach

The Risk Management Framework and the Charter of the Audit and Risk Committee together outline the mandate from the Board and management for how we manage risk.

To ensure that we meet the highest standards, we hold ourselves to the international benchmark for risk management – AS/NZS ISO 31000:2018 (Risk Management – Guidelines). These guidelines outline the foundation and organisational arrangements for implementing, monitoring, reviewing and continually improving risk management across the business.

We continually seek to improve the effectiveness of our risk management and control processes. Through

consistent and comprehensive application of the framework, we will:

- increase the likelihood of achieving strategic and business objectives
- encourage a high standard of accountability
- support effective decision-making through increased understanding of risk exposures and opportunities
- meet compliance and governance requirements
- identify, assess and treat risks on a priority basis and consistently across the business
- incorporate control frameworks into operational processes.

This framework also details the accountabilities and responsibilities of management, employees, contractors and subcontractors, as well as governance, processes and communication requirements. It allows us to identify and understand foreseeable risks so that we can make sound business decisions despite uncertainties. Effective risk management is essential to the success of any organisation and the successful delivery of any project, and we are committed to establishing and maintaining the highest standards of risk management in delivering Western Sydney International.

## Risk profile

We manage a robust risk profile and have established control frameworks for material areas of risk that have the potential to affect company performance. Management assesses these risks regularly and reports to the Board and its committees.

## Risk management

# 9.



Material risk areas	Description	Approach
<b>Health, safety and wellness</b>	Risks that threaten the health, safety and wellness of our employees, contractors and the communities in which we operate.	We are committed to the wellness of employees, and the prevention of workplace illness and injury. We aim to provide a safe place of work and to continuously assist in the management of employee wellbeing, as well as our work, health and safety management system and performance. We have an expectation to comply with legal requirements while delivering the project on time, within budget and to specification.
<b>Environment</b>	Risks related to activities that could negatively impact the environment.	We are committed to managing environmental impacts, preventing pollution and conducting operations consistent with the principles of environmentally sustainable development. Environmental management aims to comply with legal requirements while delivering the project on time, within budget and to specification.
<b>Sustainability</b>	Risks that threaten the organisation's ability to achieve its sustainability objectives.	Thorough understanding, analysis and implementation of value-adding sustainability initiatives is essential. It allows us to operate with optimal cost, maximise asset value, meet stakeholder expectation, and earn our social licence to operate.
<b>Governance, legal and compliance</b>	Risks related to following internal governance processes, fraudulent and corruptive behaviour and meeting legal, regulatory compliance and obligation requirements.	We place significant importance on identifying and establishing robust legal and governance processes, which align with key internal policies and external regulatory obligations. We do not tolerate any material legal, regulatory or obligation breach or bypassing of governance.
<b>Strategic</b>	Risks that can affect the delivery of our strategy and the overall success of the business.	Our strategic outcomes and objectives are set out in our strategy. We acknowledge that such activities may carry a higher degree of risk by virtue of unknowns spanning a planning timeframe until 2026. These risks and opportunities therefore require agility, flexibility and increased resource to be optimally managed.
<b>Financial</b>	Risks related to a loss of shareholder value and the overall financial stability and stability of the project or business.	We aim to ensure that the project is delivered within the allocated budget while also recognising that achieving strategic outcomes is vital in sustaining long-term financial viability. We acknowledge we will need to accept the risks associated with meeting key stakeholder expectations, inclusive of assessing the viability and feasibility of potential ideas and enhancements.
<b>Commercial</b>	Risks related to a loss of, or inability to generate, revenue and maximise the value of the business and the asset.	Given the competitive environment in the commercial space, our commercial activities will be quantifiable and will centre around market research supporting the growth of the airport and surrounding lands.
<b>People, culture and relationship management</b>	Risks that relate to talent attraction and retention, and employee capability and capacity to meet operational requirements.	The attraction and retention of talent, as well as the productivity, engagement, capability and development of our workforce is essential for us to achieve strategic outcomes. We are driven by our values and committed to developing a high-performance culture.

Material risk areas	Description	Approach
<b>Stakeholder and reputation</b>	Risks related to meeting and managing community and stakeholder expectations, and continuing to build the good will of the organisation.	We consider community and stakeholder support to be fundamental to successfully delivering our mandate to develop a thriving airport precinct that benefits the region. Our reputation is a function of how we meet stakeholder expectations and is critical to our ability to deliver on all objectives and to the future success of the airport.
<b>Physical security</b>	Risks related to physical security management and business resilience.	We are committed to delivering a secure operating environment for our employees, contractors and passengers. In recognising the nature of security threats, our tolerance of security risk is determined by achieving a level of risk as low as is reasonably practicable in our given operating environment.
<b>Cyber security</b>	Risks relating to exposure to harm or loss resulting from breaches of, or attacks on, information systems.	We recognise the need for a mature cyber security capability to mitigate cyber risk and respond to potential and emerging threats. We are committed to continually improving our cyber security operations program in order to achieve and maintain the highest levels of policy adherence, cyber defences, employee awareness and technical preventative measures.
<b>Technology</b>	Risks relating to technology not being delivered on time, and the technology delivered not meeting operational and commercial requirements.	Our investment in technology is critical to ensuring our organisation has competitive advantage, and meets and exceeds the needs of our customers, employees, partners and providers. The investment, implementation and operation of new technology that offer strategic and operational advantage are risk assessed against cost (investment, operations and avoidance), the potential for disruption, cyber security, integration and human interface.
<b>Design and delivery</b>	Risks that threaten the delivery of the project within scope, on time and within budget, including interface risks.	We aim to ensure that the project is delivered within the scope specified by the functional specifications, project deed and Airport Plan, as well as within time and budget.
<b>Operations</b>	Risks that threaten continual operations inclusive of both external and internal interfaces.	We seek to continually improve in everything we do and implement and maintain systems and processes to run our business in an efficient, effective, safe, resilient and financially responsible manner. Strong, collaborative relationships with surrounding infrastructure, agencies, industry and market are a primary focus to achieve excellence in design, productivity and commercial outcomes.

In undertaking audit and assurance activity, we adopt a '3 lines of defence' model to assess and test key control frameworks across the organisation.

We aim to treat or control all risks and are committed to establishing and maintaining the highest standard of risk management. Where residual risk ratings are deemed to not be within our risk appetite, we are committed to developing and applying targeted risk management actions.

# Financial report

## Statement of comprehensive income

For the year ended 30 June 2021

Continuing operations	Notes	30 June 2021 \$000	30 June 2020 \$000
<b>Income</b>			
Other income		420	893
Gain on reversal of provision	E2	14,161	-
<b>Total income</b>		<b>14,581</b>	<b>893</b>
<b>Expenses</b>			
Site preparation	B2	(247,271)	(257,459)
Project development expenditure	B3	(7,256)	-
Design and project management		(16,273)	(20,121)
Decontamination	E2	-	(36,982)
Employee benefits	D2	(24,457)	(24,043)
Professional services		(11,104)	(8,262)
Depreciation and amortisation		(3,421)	(2,486)
Other		(14,306)	(14,992)
<b>Total expenses</b>		<b>(324,088)</b>	<b>(364,345)</b>
<b>Loss before income tax</b>		<b>(309,507)</b>	<b>(363,452)</b>
Income tax benefit	E3	-	-
<b>Loss for the year</b>		<b>(309,507)</b>	<b>(363,452)</b>
<b>Other comprehensive loss</b>			
Items forming part of other comprehensive loss		-	-
<b>Total other comprehensive loss</b>		<b>-</b>	<b>-</b>
<b>Total comprehensive loss</b>		<b>(309,507)</b>	<b>(363,452)</b>

The above Statement of comprehensive income should be read in conjunction with the accompanying notes.

Financial  
report

10.

# Statement of financial position

As at 30 June 2021

	Notes	2021 \$000	2020 \$000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	E1	180,899	88,656
Prepayments		4,109	3,892
Trade and other receivables		6,696	6,440
<b>Total current assets</b>		<b>191,704</b>	<b>98,988</b>
<b>Non-current assets</b>			
Property, plant and equipment	B4	404,536	178,768
Prepayments		15,972	17,725
<b>Total non-current assets</b>		<b>420,508</b>	<b>196,493</b>
<b>Total assets</b>		<b>612,212</b>	<b>295,481</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables		55,965	30,499
Lease liabilities	E4	475	205
Employee benefits provisions	D1	3,978	3,947
Other provisions	E2	9,438	50,335
<b>Total current liabilities</b>		<b>69,856</b>	<b>84,986</b>
<b>Non-current liabilities</b>			
Employee benefits provisions	D1	1,062	663
Lease liabilities	E4	696	-
Other provisions	E2	1,350	6,077
<b>Total non-current liabilities</b>		<b>3,108</b>	<b>6,740</b>
<b>Total liabilities</b>		<b>72,964</b>	<b>91,726</b>
<b>Net assets</b>		<b>539,248</b>	<b>203,755</b>
<b>EQUITY</b>			
Share capital	C1	1,744,165	1,099,165
Accumulated losses		(1,204,917)	(895,410)
<b>Total equity</b>		<b>539,248</b>	<b>203,755</b>

The above Statement of financial position should be read in conjunction with the accompanying notes.

# Statement of changes in equity

For the year ended 30 June 2021

	Accumulated losses \$000	Contributed equity \$000	Total equity \$000
<b>Total equity at 1 July 2020</b>	<b>(895,410)</b>	<b>1,099,165</b>	<b>203,755</b>
Loss for the year	(309,507)	-	(309,507)
<b>Total comprehensive loss</b>	<b>(309,507)</b>	<b>-</b>	<b>(309,507)</b>
<b>Transactions with owners of the company:</b>			
Contributions of equity	-	645,000	645,000
<b>Total transactions with owners</b>	<b>-</b>	<b>645,000</b>	<b>645,000</b>
<b>Total equity at 30 June 2021</b>	<b>(1,204,917)</b>	<b>1,744,165</b>	<b>539,248</b>

For the year ended 30 June 2020

	Accumulated losses \$000	Contributed equity \$000	Total equity \$000
Total equity at 1 July 2019	(531,958)	594,037	62,079
Loss for the year	(363,452)	-	(363,452)
<b>Total comprehensive loss</b>	<b>(363,452)</b>	<b>-</b>	<b>(363,452)</b>
<b>Transactions with owners of the company:</b>			
Contributions of equity	-	505,128	505,128
<b>Total transactions with owners</b>	<b>-</b>	<b>505,128</b>	<b>505,128</b>
<b>Total equity at 30 June 2020</b>	<b>(895,410)</b>	<b>1,099,165</b>	<b>203,755</b>

The above Statement of changes in equity should be read in conjunction with the accompanying notes.

# Statement of cash flows

For the year ended 30 June 2021

	Notes	30 June 2021 \$000	30 June 2020 \$000
<b>Cash flows from operating activities</b>			
Interest received		386	929
Payments to suppliers and employees		(279,266)	(268,909)
Net GST received		41,614	30,973
<b>Net cash outflow from operating activities</b>	E1	<b>(237,266)</b>	<b>(237,007)</b>
<b>Cash flows from investing activities</b>			
Proceeds from government contribution		–	7,781
Proceeds from sale of property, plant and equipment		18	–
Payments for work in progress		(215,155)	(136,956)
Payments for property, plant and equipment	B4	(207)	(307)
<b>Net cash outflow from investing activities</b>		<b>(215,344)</b>	<b>(129,482)</b>
<b>Cash flows from financing activities</b>			
Equity injection for ordinary shares by the Commonwealth of Australia	C1	545,400	405,528
Payments for leases		(547)	(514)
<b>Net cash inflow from financing activities</b>		<b>544,853</b>	<b>405,014</b>
<b>Net increase in cash and cash equivalents</b>		<b>92,243</b>	<b>38,525</b>
Cash and cash equivalents at the beginning of the financial year		88,656	50,131
<b>Cash and cash equivalents at the end of the financial year</b>		<b>180,899</b>	<b>88,656</b>

The above Statement of cash flows should be read in conjunction with the accompanying notes.



# Notes to the financial statements

## A. About this report

### Introduction

WSA Co Limited (WSA, the company) is an unlisted public company incorporated and domiciled in Australia. It is a company limited by shares and is wholly owned by the Commonwealth of Australia.

The company is a Government Business Enterprise (GBE), incorporated under the *Corporations Act 2001* (Cth) and operating under the *Public Governance, Performance and Accountability Act 2013* (Cth).

The company was established to develop and operate Western Sydney International Airport. The planned project completion date is 24 December 2026.

This Financial report includes the financial statements and notes to the financial statements for the year ended 30 June 2021. The company is a for-profit entity for the purpose of preparing the Financial report.

The Financial report was authorised for issue by the Board of Directors on 26 August 2021.

### Statement of compliance

This Financial report is a general-purpose financial report which has been prepared in accordance with:

- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB)
- International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB)
- *Corporations Act 2001* (Cth)
- *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act).

### Basis of preparation

The Financial report:

- has been prepared on a historical cost basis
- has been prepared on a going concern basis
- is presented in Australian dollars, the functional currency of the company
- is presented with values rounded to the nearest thousand dollars (\$000), unless otherwise stated, in accordance with ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191.

There are no other standards that are not yet effective and that would be expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

The company has made certain reclassifications to the comparative figures in the financial statements in order to ensure consistency with the current year presentation. These reclassifications are not material either individually or in aggregate.

### Significant accounting estimates and judgments

In the process of applying the company's accounting policies, management has made a number of judgments and applied estimates and assumptions to future events. Estimates and judgments that are material, or have the potential to be material to the Financial report, are found in the following notes:

Accounting estimate or judgment	Note
Determination of useful lives of property, plant and equipment	B4
Airport construction in progress	B4
Decontamination provision	E2

These estimates have been consistently applied to all periods presented, unless otherwise stated. The company considers that there has been no material change to the significant accounting estimates and judgements applied as a result of the ongoing impacts of COVID-19.

### Capital funding and liquidity

The company has incurred a loss after tax for the year ended 30 June 2021 of \$309.5 million and is currently in a net assets position of \$539.2 million. The company has sufficient funds to meet its existing financial obligations at Statement of Financial Position date.

The company has entered into an Equity Subscription Agreement (ESA) with its shareholder, the Commonwealth Government, which provides access to funding of up to \$5.3 billion to construct the airport's functional specifications. This primarily includes airside civil infrastructure, runway and taxiways, terminal, landside road networks and car parks, which were identified by the government as the minimum requirements to operate a functioning airport.

In accordance with the ESA, the shareholder is committed to making equity funding available as needed to ensure that the project can be executed as planned.

Directors believe that the ESA will enable the company to meet its financial obligations as and when they fall due and therefore this Financial report has been prepared on a going concern basis.

The company has the option to develop additional infrastructure it considers desirable for the airport, and to consider the means by which these additional facilities will be funded. Once operational, the Directors anticipate that the business will no longer be dependent on shareholder funding.

## B. Building the airport

This section includes information relating to the capital project spend, including significant contractual arrangements, site preparation expenses, the property, plant and equipment the company has already purchased or leased, and the capitalisation of costs incurred in constructing the airport.

- B.1 Significant contractual arrangements and commitments
- B.2 Site preparation activities
- B.3 Project development expenditure
- B.4 Property, plant and equipment

### B.1 Significant contractual arrangements and commitments

The company has entered into key agreements with the Commonwealth of Australia, including the lease of the Western Sydney International Airport site and execution of preparatory activities.

In addition, the company has entered into a number of contractual arrangements with third-party contractors to execute the build of the airport.

#### Airport lease grant

On 17 May 2018, the company became the airport lessee company by entering a lease with the Commonwealth of Australia for 50 years with an additional 49-year option. The lease is administered by the Department of Infrastructure, Transport, Regional Development and Communications (DITRDC). The airport lease gives the company the right to use the designated land at Badgerys Creek as the site for the airport. The terms of the lease require nil cash consideration, although significant obligations in the lease require the company to design and develop the airport to meet functional specifications determined by the Commonwealth of Australia.

On the basis that the cost of the lease to the company was nil on the date of execution of the lease, no land asset has been recorded in the Statement of financial position.

# Notes to the financial statements

For the year ended 30 June 2021

## Commonwealth Preparatory Activities (CPA)

CPA relates to activities undertaken by the Commonwealth of Australia on behalf of the company. The activities primarily relate to biodiversity offsets, noise amelioration, airspace design, relocation of pre-existing cemeteries and land acquisitions. The company has agreed to a payment schedule of funding to the Commonwealth of Australia for these activities.

The company adopted the accounting policy to expense CPA payments in the same period equity is issued to the Commonwealth of Australia.

## Contracted works and expenditure

Contractual commitments for agreements relating to the construction of the airport as at Statement of Financial Position date include (GST exclusive):

Contracted works and CPA	2021 \$000	2020 \$000
Within one year	567,746	454,677
Later than one year but not later than five years	1,335,197	393,090
Later than five years	21,288	44,513
<b>TOTAL</b>	<b>1,924,231</b>	<b>892,280</b>

## B.2 Site preparation activities

For the year ended 30 June 2021

	2021 \$000	2020 \$000
Site preparation	147,671	157,859
CPA	99,600	99,600
<b>TOTAL</b>	<b>247,271</b>	<b>257,459</b>

Site preparation expenses relate to costs incurred during the pre-development stage of construction. These include costs relating to procurement of contractors and preparatory works such as formation activities to level the site in preparation for the construction of airport infrastructure. Further information on the company's capitalisation policy is detailed in Note B.4.

## B.3 Project development expenditure

Project development expenditure relates to costs incurred during the development stage of construction. These include capital works relating to airport infrastructure. Further information on the company's capitalisation policy is detailed in Note B.4.

## B.4 Property, plant and equipment

	Right-of-use assets \$000	Property, plant and equipment \$000	Airport construction in progress \$000	Total \$000
At 1 July 2019	585	1,633	33,282	35,499
Additions	71	307	145,371	145,749
Transfers	-	15,866	(15,866)	-
Depreciation charge	(470)	(2,011)	-	(2,481)
<b>Closing net book value as at 30 June 2020</b>	<b>186</b>	<b>15,795</b>	<b>162,787</b>	<b>178,768</b>

At 1 July 2020	186	15,795	162,787	178,768
Additions	1,447	207	227,542	229,196
Transfers	-	19,396	(19,396)	-
Depreciation	(498)	(2,923)	-	(3,421)
Disposal	-	(7)	-	(7)
<b>Closing net book value as at 30 June 2021</b>	<b>1,135</b>	<b>32,468</b>	<b>370,933</b>	<b>404,536</b>

Property, plant and equipment comprises owned assets (plant and equipment and the costs capitalised in the construction of the airport) as well as leased assets that the company has the right to use.

The right-of-use assets are for the lease of office space at 45-47 Scott Street, Liverpool, where the day-to-day operations and management of the company take place, and for motor vehicles used at the construction site by the company personnel.

### Recognition and measurement

#### Property, plant and equipment

Property, plant and equipment are initially recorded at cost and subsequently measured as the cost of the asset less accumulated depreciation and impairment.

Gains or losses arising on the disposal of property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised in the Statement of Comprehensive Income.

#### Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$5,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are cumulatively greater than \$5,000).

#### Airport construction in progress

The costs incurred in building the airport that are capital in nature are recognised at cost. Upon completion of the airport and when the airport is ready for use, the airport will be subsequently measured at cost less accumulated depreciation and impairment.

In order to determine if a cost is capital in nature, the company determines if the cost is in relation to the pre-development stage of construction or the development stage.

Costs that relate to the pre-development stage, including the costs relating to procurement of contractors, preparatory works or are operating in nature are expensed as incurred.

Development stage costs incurred in building the airport are capitalised to the extent that future economic benefits are expected to flow to the company. Where management considers that the projected costs will exceed the anticipated future economic benefits, these costs will be expensed. Development stage costs include the carrying out of capital works, project management, installation, design and engineering.

As the airport is still under construction and not yet ready for use, no depreciation is charged on the assets recognised.

# Notes to the financial statements

For the year ended 30 June 2021

## Depreciation

Depreciable plant and equipment assets are written off to their estimated residual values over their estimated useful lives, using the straight-line method of depreciation.

The expected useful lives are summarised below:

Asset class	Useful life
Right-of-use assets	Lease term
Property, plant and equipment	3 to 8 years

## Current financial year

At 30 June 2021, airport construction in progress predominantly includes bulk earthworks development activities, project management and airport design and engineering activities. The development activities include costs directly attributable to future assets such as trunk drainage and site preparation for future key structures (e.g. terminal, runway, taxiways and landside infrastructure).

## Key estimates and judgments

### Determination of useful lives of property, plant and equipment

The estimations of useful lives and residual values of assets are reviewed at each reporting date. If they need to be modified, the depreciation expense is accounted for prospectively from the date of reassessment until the end of the revised useful life (for both the current and future periods).

Such revisions are generally required when there are changes in economic circumstances, business plans,

Plant and equipment transfers predominately include the completed wastewater pipeline.

Pre-development costs are primarily recognised as site preparation expenses (refer to Note B.2) in the Statement of comprehensive income, including earthworks and CPA undertaken on behalf of the company.

### Impairment

All assets were assessed for impairment at 30 June 2021 and there were no indications of impairment identified by management.

Where indications of impairment exist and if the asset's recoverable amount is less than its carrying amount, the asset's recoverable amount would be estimated and an impairment adjustment made.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its current replacement cost (CRC) of the assets. CRC is an estimate of what it would cost to acquire or construct a substitute airport, on a like for like basis, to the stage of current completion. In determining the CRC, the company considers the cost incurred to date by the project to date.

expected level of usage and future technological developments impacting specific assets or groups of assets.

### Capitalisation of development stage costs

Costs incurred in the development of the airport are capitalised to the extent future economic benefits are expected to flow to the company. Future benefits are judgemental and based on discounted future cash flows.

## C. Capital management

This section provides information relating to the company's capital structure and its exposure to financial risks, how they affect the company's financial position and performance and how the risks are managed.

- C.1 Share capital
- C.2 Financial risk management

### C.1 Share capital

#### (a) Capital management

The company's objectives when managing capital are to safeguard the ability of the company to continue as a going concern while maximising the return to the Commonwealth of Australia and maintaining an optimal capital structure.

The capital structure of the company consists of cash disclosed in Note E.1 and contributed equity.

#### (b) Movements in share capital

	Number of shares	\$000
Opening balance as at 1 July 2020	1,099,165,000	1,099,165
Shares issued	645,000,000	645,000
Closing balance as at 30 June 2021	1,744,165,000	1,744,165

On 5 October 2017, the Commonwealth of Australia and the company entered into an ESA, whereby the Commonwealth of Australia will provide funding up to \$5.3 billion to the company.

As at 30 June 2021, total equity of \$1,744.2 million had been provided.

	\$000
Total equity at 1 July 2020	1,099,165
Non-cash equity contributions	99,600
Cash-settled equity contributions	545,400
Total equity at 30 June 2021	1,744,165

Non-cash equity contributions wholly relate to CPA; refer to Note B.1.

#### (c) Dividends declared

No dividends were declared or paid during the financial year.

#### Recognition and measurement

Issued and paid up capital is recognised at the fair value of the consideration received by the company. Transactions with the Commonwealth of Australia as owner, that are designated as equity injections for the financial period, are recognised directly in contributed equity and do not form part of comprehensive income in that financial period.

#### Ordinary shares

Ordinary shares entitle the holder to participate in dividends and the proceeds on the winding up of the company in proportion to the number and amounts paid on the shares held. Ordinary shares have no par value and the company does not have a limited amount of authorised capital.

# Notes to the financial statements

For the year ended 30 June 2021

## C.2 Financial risk management

The company's risk management policy is to identify, assess and manage risks that are likely to adversely affect the company's financial performance, continued growth and ability to continue as a going concern. The company takes an approach to minimise risk in a cost-effective way.

The company's financial instruments comprise of cash and trade and other payables.

The risks arising from the company's financial instruments and the company's assessment of the impact of the risk are summarised below.

Risk	Potential impact
Interest rate risk	<p>The company is exposed to interest rate risk due to changes in market interest rates associated with interest-bearing cash and cash equivalents.</p> <p>Given the nature and quantum of interest-bearing instruments, any possible movements in interest rates would have an immaterial impact on profit or loss.</p>
Liquidity risk	<p>Liquidity risk refers to the risk of encountering difficulties in meeting obligations associated with financial liabilities.</p> <p>The company is exposed to liquidity risk through its trade and other payables liabilities. The company manages this exposure by ensuring that sufficient funds are available to meet financial commitments in a timely manner and planning for unforeseen events that may curtail cash flows and cause pressure on liquidity. This is achieved through the ESA with the Commonwealth of Australia (refer to Note A) by drawing down sufficient funding with a forward-looking 2-month expenditure profile.</p> <p>At year-end, all trade and other payables are classified as current and due for payment in the next 12 months.</p>

The company does not have any material exposure to financial credit risk or other market risks such as foreign currency risks.

## D. Our people

This section provides a breakdown of the various programs the company uses to reward and recognise employees, including key management personnel.

- D.1 Employee benefits provisions
- D.2 Employee benefits expense
- D.3 Key management personnel compensation

### D.1 Employee benefits provision

	2021 \$000	2020 \$000
Short-term incentives	3,403	3,318
Annual leave	1,367	1,147
Long service leave	270	145
<b>Total</b>	<b>5,040</b>	<b>4,610</b>
<i>Current</i>	3,978	3,947
<i>Non-current</i>	1,062	663

### Recognition and measurement

The employee benefits provision represents accrued annual leave and long-service leave entitlements and other incentives recognised in respect of employees' services up to the end of the reporting period.

These liabilities are measured at the amounts expected to be paid when they are settled and include related on-costs, such as workers compensation insurance, superannuation and payroll tax.

### D.2 Employee benefits expense

	2021 \$000	2020 \$000
Wages and salaries	19,331	18,977
Seconded costs	299	158
Director fees	726	707
Superannuation	1,434	1,380
Leave entitlements	1,366	1,425
Payroll tax	1,008	1,068
Other	293	328
<b>Total</b>	<b>24,457</b>	<b>24,043</b>

### D.3 Key management personnel compensation

For the purposes of this disclosure, the company has defined key management personnel (KMP) as the Board, the Chief Executive Officer and senior executives who report directly to the CEO and who have authority and responsibility for planning, directing and controlling the activities of the organisation.

KMP compensation included in 'employee benefits expense' in Note D.2 is as follows:

	2021 \$	2020 \$
Short-term employee benefits	5,254,683	4,471,089
Other long-term benefits	626,736	155,043
Post-employment benefits	220,837	200,911
Contract cessation payments	-	647,091
<b>Total</b>	<b>6,102,256</b>	<b>5,474,134</b>



# Notes to the financial statements

For the year ended 30 June 2021

## E. Other information

This section provides details on other required disclosures relating to the company to comply with the accounting standards and other pronouncements.

- E.1 Notes to statement of cash flows
- E.2 Other provisions
- E.3 Income tax expense
- E.4 Lease commitments
- E.5 Remuneration of auditors
- E.6 Related party disclosures
- E.7 Events after the reporting period

### E.1 Notes to statement of cash flows

#### (a) Cash and cash equivalents

	2021 \$000	2020 \$000
Cash on hand	180,899	88,656
<b>Total</b>	<b>180,899</b>	<b>88,656</b>

Cash and cash equivalents include cash on hand held on call with financial institutions.

#### (b) Reconciliation of net profit to net cash provided by operating activities

	2021 \$000	2020 \$000
<b>Loss for the period</b>	<b>(309,507)</b>	<b>(363,452)</b>
<i>Adjustments for non-cash items:</i>		
Depreciation and amortisation	3,421	2,481
CPA	99,600	99,600
Finance costs	66	33
Gain on sale of property, plant and equipment	(10)	-
<i>Change in operating assets and liabilities:</i>		
Trade and other receivables	332	(2,411)
Prepayments	1,536	3,230
Other provisions	(45,624)	31,762
Trade and other payables	12,491	(9,369)
Employee benefits provisions	429	1,119
<b>Net cash used in operating activities</b>	<b>(237,266)</b>	<b>(237,007)</b>

### E.2 Other provisions

	Decontamination provision \$000	Contractors provision \$000	Total \$000
<b>Carrying amount at 30 June 2019</b>	<b>24,650</b>	<b>2,206</b>	<b>26,856</b>
Reassessments and additions	36,982	3,871	40,853
Amounts used during the year	(11,297)	-	(11,297)
<b>Carrying amount at 30 June 2020</b>	<b>50,335</b>	<b>6,077</b>	<b>56,412</b>
<b>• Current provision</b>	<b>50,335</b>	<b>-</b>	<b>50,335</b>
<b>• Non-current provision</b>	<b>-</b>	<b>6,077</b>	<b>6,077</b>
Additions	-	1,273	1,273
Gain on reversal	(14,161)	-	(14,161)
Amounts used during the year	(32,736)	-	(32,736)
<b>Carrying amount at 30 June 2021</b>	<b>3,438</b>	<b>7,350</b>	<b>10,788</b>
<b>• Current provision</b>	<b>3,438</b>	<b>6,000</b>	<b>9,438</b>
<b>• Non-current provision</b>	<b>-</b>	<b>1,350</b>	<b>1,350</b>

The decontamination provision represents costs to be incurred in the removal of contaminated materials, primarily asbestos, decontamination of the airport site, as well as management and remediation of contaminated materials that have been temporarily stockpiled.

At reporting date, the majority of remediation activities which have previously been provided for have been completed. The provision at the reporting date represents the estimated cost to complete remaining decontamination activities. As a result, an unused amount of \$14.2m has been reversed to the Statement of Comprehensive Income.

It is expected that the remaining remediation activities will be completed in 2021-22 as major earthworks activities near completion.

The contractors provision represents contractual obligations that are likely to be incurred.

#### Recognition and measurement

Provisions are recognised when:

- there is a present legal or constructive obligation to make a future sacrifice of economic benefits, as a result of past transactions or events
- it is probable that a future sacrifice of economic benefits will arise

- a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, considering the risks and uncertainties surrounding the obligation.

### Key estimate and judgment

#### Determination of provisions

The estimations of the expenditure required to settle the present obligation are reviewed at each reporting date using external advice obtained in the course of meeting the company's obligations. If they need to be modified, any adjustment to the provision will be charged to the Statement of comprehensive income.

# Notes to the financial statements

For the year ended 30 June 2021

## E.3 Income tax expense

### (a) Reconciliation of income tax expense

The prima facie income tax expense on profit before income tax reconciles to the income tax expense in the financial statements as follows:

	2021 \$000	2020 \$000
Loss from continuing operations	(309,507)	(363,452)
Tax at the Australian tax rate of 30%	(92,852)	(109,036)
Non-temporary differences	1	6
Current year tax losses not recognised	-	-
Temporary difference not recognised	92,851	109,030
<b>Income tax expense</b>	-	-
Current tax	-	-
Deferred tax	-	-

### (b) Tax losses not brought to account

	2021 \$000	2020 \$000
Unused tax losses for which no deferred tax asset has been recognised	358,487	224,042
<b>Potential tax benefit @ 30%</b>	<b>107,546</b>	<b>67,213</b>

Subsequent to lodgement of the company's 2020 tax return, \$224.2 million of tax losses has been brought forward and included in the 2021 balance of unrecognised tax losses.

The cumulative amount of unrecognised tax losses of \$358.5 million may be available to offset against future income tax assessments when the company generates taxable income.

### (c) Unrecognised temporary differences

The movements in deferred tax balances for the company are shown in the table below:

	2021 \$000	2020 \$000
<b>Deferred tax assets/(liabilities)</b>		
Tax losses	107,546	67,213
Property, plant and equipment	2,870	2,115
Expenses to be capitalised for tax	227,535	166,208
Other	5,378	18,797
<b>Net deferred tax assets/liabilities</b>	<b>343,329</b>	<b>254,332</b>

### Effective tax rate

The non-recognition of deferred tax assets for deductible temporary differences and tax losses has led to the company having an Australian accounting effective tax rate (ETR) of 0%. If deferred tax assets had been fully recognised for deductible temporary differences and tax losses, the company's Australian ETR would have been 30%.

The above ETR has been calculated on the basis of income tax expense divided by accounting profit, in accordance with the requirements of the Board of Taxation's Tax Transparency Code.

## Recognition and measurement

The income tax expense or benefit for the period is the tax payable or receivable on the current period's taxable income based on the applicable income tax rate adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses. The current income tax expense or benefit is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation.

Deferred tax assets are recognised for deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses. Current and deferred tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is recognised in other comprehensive income or directly in equity, respectively.

## E.4 Lease commitments

The company in its capacity as lessee has the following non-cancellable lease commitments:

- office space at 45-47 Scott Street, Liverpool, where the day-to-day operations and management of the company take place
- 2 motor vehicles.

During the financial year, the company in its capacity as lessee extended a non-cancellable lease for the office space at 45-47 Scott Street, Liverpool.

The minimum lease payments under these leases are as follows:

	2021 \$000	2020 \$000
Within 1 year	475	195
Between 1 and 5 years	696	10
More than 5 years	-	-
<b>Total lease commitments</b>	<b>1,171</b>	<b>205</b>

## Recognition and measurement

The lease liabilities have been measured at the present value of the remaining lease payments, discounted using the company's incremental borrowing rate at the time of entering into the lease arrangement.

## E.5 Remuneration of auditors

Under Section 98 of the PGPA Act, the Auditor-General is responsible for auditing the financial statements of the company.

	2021 \$	2020 \$
<b>Australian National Audit Office</b>		
Audit of annual financial statements	90,000	100,000
<b>Total amount paid or payable to auditors</b>	<b>90,000</b>	<b>100,000</b>

## E.6 Related party disclosures

The entity is a GBE controlled by the Commonwealth Government. Related parties to this entity are Directors, DITRDC, Department of Finance, Portfolio Ministers and other Commonwealth Government entities.

The following transactions occurred with related parties:

	2021 \$000	2020 \$000
Equity injections by the Commonwealth of Australia	645,000	505,128
Receipt of contributions for technical services from DITRDC	588	400
Receipt of contributions for fencing from DITRDC	-	4,029
Purchases of various goods and services from the Commonwealth of Australia	53	33

On 17 May 2018, the company was formally granted a 99-year lease (a 50-year lease with a 49-year option to extend) of the airport site by the Commonwealth Government. As part of the lease grant conditions, the company has taken the responsibility to develop and construct the functional specifications of Western Sydney International Airport. Refer to Note A.

## E.7 Events after the reporting period

Under the NSW Government's Public Health Order to limit the spread of COVID-19, construction activities at the airport site were paused between 19 July 2021 and 11 August 2021.

Limited construction activities have since recommenced, subject to important health and safety controls in line with the NSW Government's Public Health Orders.

This event is likely to affect the project's budget and schedule. Management is currently reviewing and assessing the potential implications for the project.

On 26 August 2021, the contract for the pavements package to design and construct the runway, taxiways and other airside infrastructure was approved for award by the Board.

No other matter or circumstance has arisen since 30 June 2021 that has significantly affected the company's operations, results or state of affairs, or may do so in future years.

## Directors' declaration

### DIRECTORS' DECLARATION

In the opinion of the Directors of WSA Co Limited:

- a) The financial statements and notes set out on pages 67 to 83 are in accordance with the *Corporations Act 2001 (Cth)*, including:
  - giving a true and fair view of the company's financial position as at 30 June 2021 and of its performance for the financial year ended on that date, and
  - complying with Accounting Standards and the *Corporations Regulations 2001 (Cth)* and other mandatory reporting requirements.
- b) There are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

The Directors draw attention to the statement of compliance with International Financial reporting Standards set out in Note A, page 72.

This declaration is made in accordance with a resolution of the directors.



**Mr Paul O'Sullivan**  
Chair of the Board



**Mr Tim Eddy**  
Chair of the Audit and Risk Committee

Sydney  
26 August 2021

## Auditor's independence declaration



Mr Paul O'Sullivan  
Chair  
WSA Co Limited

Level 3  
45 Scott Street  
Liverpool NSW 2170

### WSA CO LIMITED FINANCIAL REPORT 2020-21 AUDITOR'S INDEPENDENCE DECLARATION

In relation to my audit of the financial report of WSA Co Limited for the year ended 30 June 2021, to the best of my knowledge and belief, there have been:

- (i) no contraventions of the auditor independence requirements of the *Corporations Act 2001*; and
- (ii) no contravention of any applicable code of professional conduct.

Australian National Audit Office



Scott Sharp  
Executive Director  
Assurance Audit Services Group

Delegate of the Auditor-General

Canberra  
26 August 2021

GPO Box 707 CANBERRA ACT 2601  
19 National Circuit BARTON ACT  
Phone (02) 6203 7300 Fax (02) 6203 7777

# Independent auditor's report



## INDEPENDENT AUDITOR'S REPORT

To the members of WSA Co Limited

### Opinion

In my opinion, the financial report of WSA Co Limited (the Company) for the year ended 30 June 2021 is in accordance with the *Corporations Act 2001*, including:

- giving a true and fair view of the Company's financial position as at 30 June 2021 and of its performance for the year then ended; and
- complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

The financial report of the Company, which I have audited, comprises the following as at 30 June 2021 and for the year then ended:

- Statement of comprehensive income;
- Statement of financial position;
- Statement of changes in equity;
- Statement of cash flows;
- Notes to the financial statements, comprising a summary of significant accounting policies and other explanatory information; and
- Directors' declaration.

### Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the relevant ethical requirements for financial report audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2021, but does not include the financial report and my auditor's report thereon.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

GPO Box 707 CANBERRA ACT 2601  
38 Sydney Avenue FORREST ACT 2603  
Phone (02) 6203 7300 Fax (02) 6203 7777

# Independent auditor's report

### Directors' responsibility for the financial report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial report

My objective is to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office

Scott Sharp  
Executive Director  
Delegate of the Auditor-General

Canberra  
26 August 2021

# Regulatory report

Western Sydney Airport, as an organisation, is subject to various legislative requirements including, but not limited to, the:

- *Corporations Act 2001 (Cth)*
- PGPA Act
- PGPA Rule
- *Airports Act 1996 (Cth)*.

The regulatory report provides information on the company's compliance with the applicable laws and regulations. Several matters are disclosed in the main body of the annual report. Other matters are disclosed in this regulatory report. The Regulatory reporting requirements index on pages 90 to 94 shows where the relevant information can be found in this report.

## Ownership and structure

Western Sydney Airport Co Limited is a GBE wholly owned by the Commonwealth of Australia.

## Corporate Plan

WSA Co Limited, now known as Western Sydney Airport or WSA, published the Corporate Plan 2020–21 in August 2020.

## Commonwealth Government policies

The company's objectives are set by its shareholder ministers in the Statement of Expectations (SOE) issued on 13 September 2017, updated from time to time to reflect policy decisions and supplemented by policy directions and correspondence. The current SOE for the company outlines the Commonwealth Government's clear objective to deliver an operational airport that will provide greater equality in accessing air services for business and leisure, and to stimulate economic growth in Western Sydney.

The Commonwealth expects that the company will operate in a commercial manner, and at arm's length from the government. The company has flexibility and discretion in its operation and commercial decisions within the parameters of applicable legislation, subordinate legislation and the policy objectives.

## Objective

The company is required by the Commonwealth to develop and operate Western Sydney International.

In delivering Western Sydney International, the company's objectives are:

- improving access to aviation services in Western Sydney by providing a broad range of passenger and cargo services
- resolving the long-term aviation capacity issue in the Sydney basin by maximising the aviation capacity of the site, noting the constraints at Sydney (Kingsford-Smith) Airport
- maximising the value of Western Sydney International as a national asset, including consideration of benefits the airport will bring into and around Western Sydney, New South Wales and Australia
- optimising the benefit of Western Sydney International for employment and investment in Western Sydney by recognising that the airport will be a major catalyst for growth and development in Western Sydney
- effectively integrating with new and existing initiatives in the Western Sydney area by ensuring that long-term planning considers the airport's economic, social and environmental impacts in Western Sydney
- operating on commercially sound principles having regard to the Commonwealth Government's intention to preserve its options with respect to ownership and governance arrangements by applying private sector discipline in the management of the company.

## Regulatory report

# 11.

# Regulatory report

## Parliamentary oversight

### Responsible ministers

The responsible ministers during the reporting period were as follows

Shareholder minister	Period
The then Minister for Finance, Senator the Hon. Mathias Cormann.	1 July 2020 – 30 October 2020
The Minister for Finance, Senator the Hon Simon Birmingham.	30 October 2020 – 30 June 2021
The then Minister for Population, Cities and Urban Infrastructure, the Hon. Alan Tudge MP.	1 July 2020 – 22 December 2020
The Hon. Paul Fletcher MP, Minister for Communications, Urban Infrastructure, Cities and the Arts.	22 December 2020 – 30 June 2021

### Reporting requirements and transparency

As part of regular reporting to the Commonwealth Government and Parliament, the company provides regular reports to its shareholder ministers in accordance with the government's requirement for a high degree of transparency of the project. This includes quarterly reports to shareholder ministers and briefings of stakeholders.

### Parliamentary and other committees

No ministerial directions or policy orders were received by the company during 2020–21.

## Other Commonwealth Government obligations

### Airports Act 1996 (Cth)

As the airport lessee company for Western Sydney International, the company is subject to the *Airports Act 1996 (Cth)* (Airports Act) and regulations.

The Airports Act provides the regulatory framework for the development and operation of the airport site.

DITRDC has appointed an Airport Environment Officer (AEO) and Airport Building Controller (ABC) for the airport site to exercise statutory powers under the Airports Act and regulations. The AEO and ABC are responsible for day-to-day administration of the environmental and building control standards specified by the Airports Act and regulations. The department manages the ABC and AEO and has responsibility for enforcing the Airports Act and regulations. Audit and reporting requirements exist to ensure that activity at airports is monitored for compliance with the Airports Act and regulations.

### Other matters

#### Reports

Other than as specified, no reports on the company were given by any of the following:

- the Auditor-General
- a committee of either House, or of both Houses, of the Parliament
- the Commonwealth Ombudsman
- the Office of the Australian Information Commissioner
- the Australian Securities and Investments Commission.

#### Judicial and administrative decisions

No judicial decisions or decisions of administrative tribunals have been made during the period that have had, or may have, a significant effect on the operations of the company.

#### Community service obligations

The company was not required to carry out any community service obligations during the reporting period.

# Regulatory reporting requirements index

For the year ended 30 June 2021

### Public Governance, Performance and Accountability Act 2013 (PGPA Act)

Section	Subject	Location	Pages
s 97	Financial report	Financial report	66–83
	Directors' report	Directors' report	34–39
	Auditor's report	Independent auditor's report	86–87

### Corporations Act 2001

Section	Subject	Location	Pages
ss. 295–296	Financial statements	Financial report	66–71
	Notes to the financial statement	Financial report	72–83
	Directors' declaration	Directors' declaration	84
ss. 298–300	Directors' report	Directors' report	34–39
ss. 301–308	Audit of Annual Financial Report and Auditor's report	Independent auditor's report	86–87

# Regulatory reporting requirements index

Public Governance, Performance and Accountability Rule 2014 and RMG 137

PGPA rule reference	Subject	Location	Page(s)	Requirement
<b>28E</b>	<b>Contents of annual report</b>			
28E(a)	The purposes of the company as included in the company's corporate plan for the reporting period	Our purpose, vision and values	10–11	Mandatory
28E(aa)	The results of a measurement and assessment of the company's performance during the reporting period, including the results of a measurement and assessment of the company's performance against any performance measures and any targets included in the company's corporate plan for the reporting period	Remuneration report, Building the infrastructure, Building the business, Building your future	40–51, 12–15, 16–19, 20–23	Mandatory
28E(b)	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Regulatory report	88–95	Mandatory
28E(c)	Any directions given to the entity by a Minister under the company's constitution, an Act or an instrument during the reporting period	Regulatory report	88–95	If applicable, mandatory
28E(d)	Any government policy order that applied in relation to the company during the reporting period under section 93 of the Act	Regulatory report	88–95	If applicable, mandatory
28E(e)	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under the company's constitution, an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the company during the reporting period under section 93 of the Act	Not applicable (in 2021)		If applicable, mandatory
28E(f)	Information on each director of the company during the reporting period	Directors' report	34–39	Mandatory
28E(g)	An outline of the organisational structure of the company (including any subsidiaries of the company)	Our people	24–29	Mandatory
28E(ga)	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location	Building your future, Our people	20–23, 24–29	Mandatory
28E(h)	An outline of the location (whether or not in Australia) of major activities or facilities of the company	Building the infrastructure, Building the business, Building your future	12–15, 16–19, 20–23	Mandatory
28E(i)	Information in relation to the main corporate governance practices used by the company during the reporting period.	Corporate governance statement	52–61	Mandatory

# Regulatory reporting requirements index

PGPA rule reference	Subject	Location	Page(s)	Requirement
28E(j), 28E(k)	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST):  (a) the decision-making process undertaken by the directors of the company for making a decision to approve the company paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and  (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	Not applicable (in 2021)		If applicable, mandatory
28E(l)	Any significant activities or changes that affected the operations or structure of the company during the reporting period	Building the infrastructure, Building the business, Building your future	12–15, 16–19, 20–23	If applicable, mandatory
28E(m)	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the company	Regulatory report	88–95	If applicable, mandatory
28E(n)	Particulars of any reports on the company given by: (a) the Auditor-General, or (b) a Parliamentary Committee, or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner; or (e) the Australian Securities and Investments Commission	Financial report, Regulatory report	66–83, 88–95	If applicable, mandatory
28E(o)	An explanation of information not obtained from a subsidiary of the company and the effect of not having the information on the annual report	Not applicable (in 2021)		If applicable, mandatory
28E(oa)	Information about executive remuneration	Remuneration report	40–51	Mandatory
28E(ob)	The following information about the audit committee for the company: (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee	Directors' report, Corporate governance statement, Remuneration report	34–39, 52–61, 40–51	Mandatory
<b>28F</b>	<b>Disclosure requirements for government business enterprises</b>			
28F(1)(a)(i)	An assessment of significant changes in the company's overall financial structure and financial conditions	Directors' report	34–39	If applicable, mandatory

# Regulatory reporting requirements index

Public Governance, Performance and Accountability Amendment (Commonwealth Company Annual Reporting) Rules 2014

PGPA rule reference	Subject	Location	Page(s)	Requirement
28F(1)(a)(ii)	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial condition	Directors' report	34–39	If applicable, mandatory
28F(1)(b)	Information on dividends paid or recommended	Directors' report	34–39	If applicable, mandatory
28F(1)(c)	Details of any community service obligations the government business enterprise has including: (a) an outline of actions taken to fulfil those obligations; and (b) an assessment of the cost of fulfilling those obligations	Regulatory report	88–95	If applicable, mandatory
28F(2)	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise	Not applicable (in 2021)		If applicable, mandatory

Commonwealth GBE Governance and Oversight Guidelines 2018 (RMG 126)

Paragraph	Subject	Location	Pages
2.2	The implementation of an effective governance framework.	Corporate governance statement	52–61
3.16(c)	Performance against financial and non-financial expectations	Building the infrastructure, Building the business, Building your future, Financial overview	12–15, 16–19, 20–23, 30–33
3.17	Key governance practices – the information can be modelled against ASX Corporate Governance Principles and Recommendations and may include, but is not limited to: a. board committees of the company and their main responsibilities b. education and performance review processes for directors c. ethics and risk management processes.	Corporate governance statement	52–61
3.18	Financial statements and subsidiaries presented in Annual Reports are audited, or reported on, by the Auditor-General under the circumstances outlined in the <i>Auditor-General Act 1997</i> .	Independent auditors report	86–87
3.19	Note that the Auditor-General is able to conduct a performance audit of an entity GBE or a company GBE, or any of its subsidiaries, in the circumstances outlined in the <i>Auditor-General Act 1997 (Cth)</i> .	Corporate governance statement [Safeguard Integrity in Corporate Reporting]	60
3.20	Include in the Annual Report the minimum standards outlined in the Voluntary Tax Transparency Code developed by the Board of Taxation to promote more transparency in tax reporting by medium and large businesses.	Notes to the financial statements [Income tax expense]	82–83
3.21	Report all relevant information relating to the remuneration packages of all individuals who constitute the executive management on a disaggregated basis. As a minimum, this is to include the CEO and their direct reports.	Remuneration report	40–51
3.23	Present remuneration information using the Remuneration Disclosure template provided in the Guidelines.	Remuneration report	40–51



The community enjoy a special opportunity to visit the airport construction site.



# Glossary and abbreviations

## Glossary

<b>Airport Plan</b>	The Western Sydney Airport Plan (2016), which outlines the approach to the airport's design and development
<b>City Deal</b>	The Western Sydney City Deal: The City Deal is a 20-year agreement between the 3 levels of government to deliver a once-in-a-generation transformation of Sydney's outer west – creating the 'Western Parkland City'.
<b>The Commonwealth</b>	The Commonwealth of Australia
<b>delivery partner</b>	The organisation contracted by WSA to support project delivery aspects (Bechtel Corporation)
<b>Experience Centre</b>	The Western Sydney International Airport Experience Centre
<b>GBE Guidelines</b>	Resource Management Guide No. 126: Commonwealth Government Business Enterprises – Governance and Oversight Guidelines (January 2018) published by the Department of Finance (Cth)
<b>Project Manager (Definition)</b>	The organisation contracted by the company to undertake a project management role with a focus on the design development of the airport. (Bechtel Corporation)
<b>Statement of Expectations</b>	Statement of Expectations for WSA Co Limited issued by Senator the Hon. Mathias Csormann and the Hon. Paul Fletcher MP on 13 September 2017
<b>Western Sydney International</b>	Western Sydney International (Nancy-Bird Walton) Airport

## Abbreviations

<b>AASB</b>	Australian Accounting Standards Board
<b>ABC</b>	Airport Building Controller
<b>ABCN</b>	Australian Business and Community Network
<b>AEO</b>	Airport Environment Officer
<b>ANAO</b>	Australian National Audit Office
<b>ASIC</b>	Australian Securities and Investments Commission
<b>ASX</b>	Australian Securities Exchange
<b>CEO</b>	Chief Executive Officer

## Glossary and abbreviations

12.

<b>CEMPs</b>	Construction Environmental Management Plans
<b>CFO</b>	Chief Financial Officer
<b>COO</b>	Chief Operating Officer
<b>Cth</b>	Commonwealth
<b>CPA</b>	Commonwealth Preparatory Activities
<b>DITRDC</b>	Department of Infrastructure, Transport, Regional Development and Communications
<b>DRC</b>	Depreciable replacement cost
<b>EGM</b>	Executive General Manager
<b>ESA</b>	Equity Subscription Agreement
<b>ETR</b>	effective tax rate
<b>FAR</b>	fixed annual remuneration
<b>GBE</b>	Government Business Enterprise
<b>GST</b>	goods and services tax
<b>IASB</b>	International Accounting Standards Board
<b>IFRS</b>	International Financial Reporting Standards
<b>KMP</b>	key management personnel
<b>KPI</b>	key performance indicator
<b>MoU</b>	Memorandum of Understanding
<b>NSW</b>	New South Wales
<b>PEO</b>	Principal Executive Officer
<b>PMD</b>	project management definition
<b>PRNC</b>	People, Remuneration and Nomination Committee
<b>RAP</b>	Reconciliation Action Plan
<b>RMG</b>	Resource Management Guidelines
<b>ROI</b>	registration of interest
<b>RTO</b>	registered training organisation
<b>SOE</b>	<i>Statement of Expectations</i>
<b>SSI</b>	Settlement Services International
<b>STI</b>	short-term incentives
<b>TRIFR</b>	total recordable injury frequency rate
<b>WSA</b>	Western Sydney Airport

**WSA Co Limited**


ABN 81 618 989 272


PO Box 397


Liverpool NSW 1871




[westernsydney.com.au](http://westernsydney.com.au)

 Western Sydney Airport

 Western Sydney Airport

 flyWSA

 Western\_Sydney\_Airport