



INNOVATE

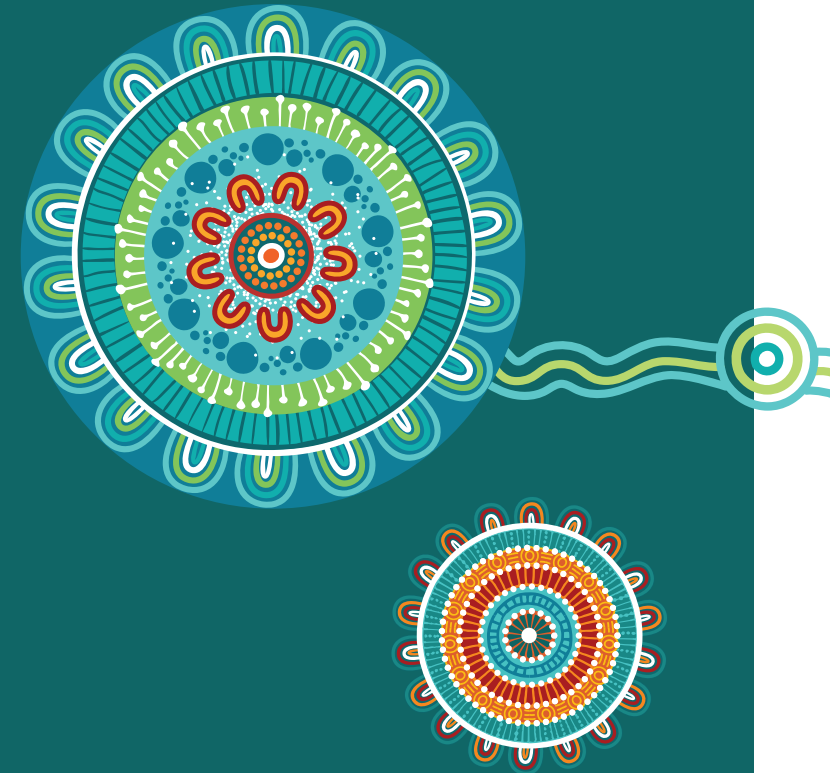
Reconciliation Action Plan

JANUARY 2022 – DECEMBER 2023



TIATI MURRA DARUGA PEMEL.
KOI MURRA YA PEMEL NGALARINGI BUBBUNA.
BAN NYE YENMA WURRA NAG.
NYE DICE GAI DYI YA NANGAMI DYARRALANG.
NGALARINGI TIATTI NGALARINGI NANGAMI GAI.
GU-YA WILLY ANGARA GU-NU-GAL DA GU-NU-GAL.
DA LA-LOEY MOOGOO COT-BALLIE NANGAMI.
DICE LA-LOEY GNIA TARIMI GU-NU-GAL.
JAM YA TIATI GNALARINGI EORAH JUMNA.
MITTIGAR GURRUNG BURRUK GNEENE DA DARUGA PEMEL.
DIDGEREE GOOR.

THIS IS DARUG LANDS.
IT IS THE LANDS OF OUR ANCESTORS.
THEIR SPIRITS STILL WALK AMOUNG US.
SPIRITS THAT HAVE BEEN HERE SINCE THE DREAMING.
OUR LANGUAGE AND OUR CULTURE HAVE BEEN PASSED DOWN FROM GENERATION TO GENERATION
TO CONTINUE AN UNBROKEN CULTURE THAT HAS EXTENDED FOR THOUSANDS OF YEARS.
IN THE LANGUAGE OF OUR PEOPLE.
I WELCOME YOU TO DARUG LANDS.
THANKYOU.



Welcome to Country

I would like to acknowledge and pay my deepest respects to all Aboriginal and Torres Strait Islander Elders, past, present and emerging.

We are Dharug – born of this land, born of the spirit. We have walked this land since the Dreaming.

Darug lands embrace the earth, rivers and sea. From the Blue Mountains to the ocean, from Hawkesbury in the North and down to Appin in the South. Our Ancestors' voices are echoed in our own as we still live in these changed but beautiful places.

This land has seen the Darug people gather here for tens of thousands of years – to hunt and feast, and to sing and dance in ceremony. It is a land rich in Dreaming and we are privileged to be Custodians of this heritage.

Our mothers and grandmothers are our teachers. They teach us of the Dreaming, our language and our culture, as their mothers before taught them. Our bodies and minds carry the seeds of their wisdom, the memories of a different past.

We may not look or live the way our Ancestors did, but we are still here, we are still strong and we have over 60,000 years of culture in our blood and in our hearts.

Our language is an important part of maintaining our Culture, as you will hear today, and is a way of passing on the old ways of our people.

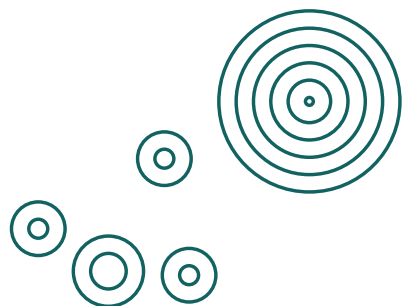
In a very special Welcome that has been passed down to me by my beautiful grandmother and Darug Elder Aunty Edna Watson, I want to say Welcome to you.

Rhianna Wright

Traditional custodian of the Dharug Nation



Message from Reconciliation Australia



Reconciliation Australia commends Western Sydney Airport on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Western Sydney Airport to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of

influence, Western Sydney Airport will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Western Sydney Airport is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Western Sydney Airport's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Western Sydney Airport on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Message from the CEO



I'm very proud to introduce Western Sydney Airport's inaugural 2022–2023 Reconciliation Action Plan (RAP).

Our region has a rich and continuous heritage of First Nations culture, and we acknowledge and respect the traditional custodians of the land on which we are developing Sydney's new airport, the Cabrogal people of the Dharug nation.

From 2026, Western Sydney International will welcome millions of visitors from across Australia and the world. We have an opportunity to share and celebrate First Nations' culture, stories and identity with every one of them, and we are committed to doing so.

We are embracing these opportunities in all our work – from planning and construction to design and operation – so that it becomes embedded in our values.

Since the project began, 4 per cent on average of our team have First Nations cultures – nearly double our workforce participation target. I hope to continue exceeding this target throughout the rest of the build and once the airport begins operating.

We have consulted with First Nations Australians throughout the design process, as it was important to us that the final terminal design reflects a strong sense of place that respects the region's rich Aboriginal heritage.

These are just two examples of many, and this Reconciliation Action Plan should be read as both a celebration of our achievements so far and a roadmap for the future. It is our statement of commitment to creating opportunities for First Nations people in the Western Sydney community and beyond.

I'd like to thank the Western Sydney Airport team and partners involved in developing the 2022–2023 RAP, and in particular the RAP Working Group, who will now take on the important role of ensuring its implementation.

Simon Hickey

Chief Executive Officer
Western Sydney Airport



About the Artwork

Each element within “Our Journey, Our Future” has significant meaning. It tells the story of the journey of developing Sydney’s new airport, which goes hand in hand with Western Sydney Airport’s journey of reconciliation.

In the middle are the three core pillars of Western Sydney Airport’s RAP:



Respect (Left): Through developing strong people-to-people relationships and acknowledging and respecting our shared history, we can unite and move forward together.



Opportunities (Centre): This represents Western Sydney Airport staff and partners uniting with the community and local Aboriginal organisations to develop emerging leaders and create employment and training opportunities for First Nations people in Western Sydney and beyond.



Relationships (Right): Building long-term relationships with First Nations communities is essential to the success of Western Sydney Airport and to building a brighter and stronger future for all Aboriginal and Torres Strait Islander communities.



Western Sydney Airport Staff: At the edges of the artwork are Western Sydney Airport’s staff, who are responsible for and committed to implementing this Reconciliation Action Plan and delivering better socioeconomic outcomes for all First Nations communities.



Partnerships (Boomerang): The boomerangs signify the long-term partnerships between Western Sydney Airport and First Nations communities that will grow stronger and closer while we build and operate Sydney’s new airport.



Wildlife & Waterways: Yellow emu tracks cross the landscape, following the natural path carved out by the region’s waterways. It is an acknowledgment of the richness of flora and fauna surrounding the airport, which must be preserved for future generations.



Runway & Footprints: Running through the centre of the artwork is the airport runway. It is filled with the footprints of everyone involved – Western Sydney Airport staff, partners, the community and local Aboriginal organisations – who are all on this journey together.



Landscape Mountains: Represented by uninterrupted blue lines, the magnificent natural scenery of the Blue Mountains act as the backdrop for the airport and Western Sydney.



Airport Development (Six Symbols): The six circles represent the progression as an organisation and as a community of the project, and the importance of everyone’s contribution. Western Sydney Airport will welcome people from First Nations cultures across Australia, uniting them in this journey of reconciliation.



Acknowledging the Past (Backward Tracks), Towards the Future (Forward Tracks): White kangaroo tracks both move forwards and backwards throughout the landscape. It is representative of how we must acknowledge our shared history in order to understand First Nations peoples and cultures and forge a future together.



Ripples of the Future: In the background are the ripples of the future. The foundations laid today in this inaugural Reconciliation Action Plan, will drive future social and economic benefits for First Nations communities – creating a ripple effect well into the future.



Collaboration & Communities: All Western Sydney Airport’s work is done in partnership with the community and local Aboriginal organisations. This creates strong relationships and a shared ambition to maximise opportunities for the inclusion of First Nations people.





Artist Profile

Rhonda Sampson is a proud Kamilaroi woman who lives on Dharawal country in Western Sydney. Art is central to Rhonda's cultural identity, and she is passionate about sharing this with all people, both Indigenous and non-Indigenous, so they can come together on the journey of understanding Aboriginal culture, stories and identity.

Rhonda specialises in digital contemporary Aboriginal art. From a young age, Rhonda was strongly influenced by artists Albert Namatjira, Sally Morgan and Bronwyn Bancroft as well as her two idols Cathy Freeman and Eddie Mabo. She hopes that her art might also inspire the next generation of Indigenous artists to explore, celebrate and engage in First Nations culture.

After completing a Diploma in Graphic Design in 2019, Rhonda launched her own creative design company, RS Creative Solutions. She has since been commissioned to create artwork for a range of high-profile projects, including the Pemulwuy ferry at the 2022 Ferrython, Lendlease's Mount

Gilead and Macarthur Square artworks, and Reconciliation Action Plan artworks for Youth Off The Streets, South Sydney Rabbitohs, One Door Mental Health and Endeavour Energy.

Rhonda has been recognised for her outstanding achievements, receiving numerous accolades at the NSW Training

Regional Awards, TAFE NSW Gili Awards and TAFE NSW Excellence Awards. She was also the first recipient of the Indigenous Changemaker Award at the 2021 Western Sydney Women's Awards.

The artwork that Rhonda created for Western Sydney Airport's Reconciliation Action Plan is titled *"Our Journey, Our Future"*.

“ I grew up in Western Sydney, so I'm honoured to have been asked to create this piece and tell the story of our community. It was a collaborative effort and reflects the journey we're all on together – the journey of the development of Western Sydney Airport hand in hand with our journey of reconciliation.

~ RHONDA SAMPSON



CASE STUDY

Dale Trench Safety Coordinator

Dale Trench is a proud Batchulla woman of K'gari (Fraser Island) now living on Dharawal/Dharug country in Western Sydney. She has always had a strong passion for helping people.

Currently working as a Safety Coordinator for the CPB Contractors and ACCIONA Joint Venture, Dale says she practices this passion every day in helping to keep workers safe on one of the biggest earthmoving projects in Australian history.

"I feel a deep responsibility for taking care of people coming onto Country. As a mother and grandmother myself, the most important thing for me is making sure everyone gets to go home to their families every day," she said.

While Dale is still learning about her own cultural identity, she believes

practicing and sharing this is key to uniting all people in reconciliation.

"I feel like I missed out on my culture from not growing up around it. We need strong First Nations role models and leaders steering the way, teaching and promoting culture.

"I would like to see more First Nations employment pathways into construction and other industries to help build stronger communities. I want the next generation to grow up with opportunities and proudly embrace their culture.

"In five years' time I hope to be a Lead Safety Adviser and inspire others to chase their dreams. And I'll be proud to show this legacy to my kids – a piece of me will be imprinted in Western Sydney Airport," said Dale.



Our vision for reconciliation



Western Sydney Airport acknowledges and respects the role of First Nations peoples as the Traditional Custodians of the lands on which we are developing Sydney's new airport and the sky through which our customers will fly as we connect Australia to the world and perhaps most importantly, welcome visitors and return home to First Nations land.

In building Western Sydney International (Nancy-Bird Walton) Airport, the new gateway to Australia, our vision for reconciliation is to deliver on our unique opportunity to connect both Australians and visitors with First Nations cultures - helping them to understand its role in shaping

both ancient and modern Australia, and to celebrate its richness, wonder and value.

To rise to this challenge, our reconciliation journey must continue through listening, building relationships and learning from the wisdom of First Nations peoples that has been garnered through more than 60,000 years of continuous culture and connection to Country.

We have embraced a number of opportunities to date, including Cultural Heritage on our early and major earthworks programs; raising internal employee awareness; community engagement initiatives; and celebrating culture at our Western Sydney International Experience

Centre. Our journey continues throughout the design of the airport, where we capture local stories into the look and feel and with a strong focus on acknowledging and celebrating First Nations culture.

We also recognise our responsibility to contribute to Australia's reconciliation journey more broadly, to help our nation overcome inequality and to encourage healing. We will do this by creating opportunities for Aboriginal and Torres Strait Islander peoples and businesses within our business to drive more positive socioeconomic outcomes for First Nations people in the Western Sydney community and beyond.



Western Sydney Airport



Western Sydney Airport is the Commonwealth Government-owned business enterprise that is developing and will operate Sydney's new airport, Western Sydney International (Nancy-Bird Walton) Airport. Western Sydney International is taking advantage of the greenfield opportunity to bring together leading design principles, technology and a customer focus to develop an airport that will set a new benchmark for our passenger, airline and air freight customers.

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

Our vision is for Western Sydney International to be the gateway of choice to Australia and the world – connecting people, places and opportunities.

We have three strategic priorities that our team works together to achieve:

- Building the infrastructure: Planning and building all elements of the airport precinct, such as the terminal, runway and other airside and landside elements.
- Building the business: Delivering a customer-centric, world-leading airport business.
- Building your future: Developing a sustainable airport operation that generates social and economic prosperity across Western Sydney.

In late 2026, when the airport becomes operational and begins international and domestic passenger and air cargo services, it will connect Sydney to global destinations and economies, attracting investment across Western Sydney, NSW and the nation.

Western Sydney International is also the catalyst for a unique and ambitious city-building agenda, founded on the historic Western Sydney City Deal, activated by all

three levels of government. The Western Parkland City is being developed around the airport as a highly liveable centre of innovation, education and employment.

The airport is already creating jobs and stimulating investment in the region. More than \$15 billion has been invested in road and rail infrastructure by the Australian and NSW Governments to ensure the airport is highly connected and accessible. At peak construction, thousands of people will work directly on the project, with even more jobs created when the airport is operational. These direct jobs are in addition to the indirect jobs that will be supported by the flow-on economic stimulus the airport will generate.

As at December 2021, Western Sydney Airport employs 108 people, with 2.8% identifying as Aboriginal or Torres Strait Islander people. Our head office is in Liverpool, NSW, with our airport site office and our community engagement facility, the Western Sydney International Experience Centre, based in Luddenham, NSW.





Our RAP



One of WSA's organisational objectives is to contribute to Australia's reconciliation journey.

Our first RAP is an important part of this.

In developing a RAP, WSA seeks to develop and nurture deeply-rooted and genuinely respectful relationships that acknowledge history, while being led by the wisdom of First Nations peoples to play a role in forging a new future of flourishing cultural, social and economic opportunities.

WSA is a values-driven organisation, with a strong connection to our purpose of bringing socioeconomic prosperity to the region's communities. Our first Reconciliation Action Plan will allow us to demonstrate integrity and tangibly deliver on our commitment to inclusion and cultural safety through pioneering leadership, courageous truth-telling and passionate pursuit of sustainable change in partnership with First Nations communities.

Beyond the moral imperative, WSA is compelled to deliver several initiatives which are key deliverables of our WSA Aboriginal Engagement Master Plan. The development of our first Reconciliation Action Plan will allow us to build on these deliverables and ensure we successfully achieve our targets in these areas, increase our business's Aboriginal cultural competence and establish strengthened relationships that sustain us beyond construction into airport operation.

In addition, WSA has a number of obligations within the Airport Plan and Aboriginal Cultural Heritage CEMP relating to Aboriginal heritage and relationships with First Australians, including:

- Managing Aboriginal cultural heritage values through survey and salvage program, topsoil management and oral history
- Consulting with Aboriginal stakeholder groups

- Commemorating Aboriginal heritage
- Incorporating Aboriginal heritage features in airport design
- Achieving Aboriginal workforce and procurement targets set out in the WSA Sustainability Plan.

These are important commitments that we hope will have lasting, positive impacts on the cultural heritage of the airport site and the ongoing stories of Country, people and place.

Our RAP Working Group

With a strong personal commitment to ensuring Western Sydney Airport achieves its reconciliation objective, Chief Executive Officer Simon Hickey is proud to lead the development and implementation of the RAP as our RAP Champion.

In addition to Simon, members of our RAP Working Group include:

- Tom McCormack, Chief Technology Officer (RAP Working Group Co-Chair)
- Michael O'Loughlin, Aboriginal Engagement Partner (RAP Working Group Co-Chair)
- Mike Bourke, General Manager - Procurement
- Simone Concha, Executive Manager - Sustainability
- Renee Wootton, Strategy and Planning Manager

- Peter Jensen, Aboriginal Engagement Manager
- Lyn Osbourne, General Manager - Diversity, Inclusion and Capability
- Charles Prouse, Aboriginal Engagement Partner

Proudly, four of the nine members of WSA's RAP working group are Aboriginal or Torres Strait Islander peoples.





Relationships

Western Sydney Airport is committed to continuous learning, respectful engagement and to understand that as an organisation and as individual Australians, we have an obligation to privilege the voices of First Nations peoples in the pursuit of our truth-telling as a nation. We will ally with First Nations peoples and leverage the truth of our shared history to inspire our collective pride as beneficiaries of the generosity, resilience, and innovation of the oldest continuous living culture on the planet. Our team at WSA is committed to seeking Aboriginal and Torres Strait Islander voices, listen more than we speak and respectfully receive advice from First Nations peoples. This will create lasting relationships informed by truth, collaboration, and deep mutual respect.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Research, identify and establish First Nations stakeholder and organisations list that represents voices and identifies guiding principles for future engagement activities.	February 2022	First Nations Engagement Manager
	Meet with identified First Nations stakeholders and organisations to ensure WSA are responsive to the needs of the community by listening and learning from local truth telling experiences.	March 2022 , May 2022	First Nations Engagement Manager
	Develop and implement a First Nations Engagement Framework in partnership with stakeholders and organisations.	June 2022	First Nations Engagement Manager



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Build relationships through celebrating National Reconciliation Week (NRW).	Promote and circulate National Sorry Day resources and materials to all WSA employees.	26 May 2022; 26 May 2023	First Nations Engagement Manager General Manager – Capability, Equity, Diversity and Inclusion
	Continue to promote and circulate Reconciliation Australia’s NRW resources and reconciliation materials to all WSA employees.	27 May- 3 June 2022, 27 May – 3 June 2023	First Nations Engagement Manager General Manager – Capability, Equity, Diversity and Inclusion
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2022, 27 May – 3 June 2023	First Nations Engagement Manager RAP Working Group Co-Chairs
	Encourage and support WSA employees, including executive leadership representatives, to participate in a minimum of one external event to recognise and celebrate NRW.	27 May- 3 June 2022, 27 May – 3 June 2023	Chief Executive Officer RAP Working Group Co-Chairs
	Organise and celebrate a minimum of one NRW event each year for employees.	27 May- 3 June 2022, 27 May – 3 June 2023	Experience Centre and Events Manager First Nations Engagement Manager
	Organise and celebrate a minimum of one public NRW event each year.	27 May- 3 June 2022, 27 May – 3 June 2023	Experience Centre and Events Manager First Nations Engagement Manager
	Register all our NRW events on Reconciliation Australia’s NRW website.	May 2022, 2023	Experience Centre and Events Manager



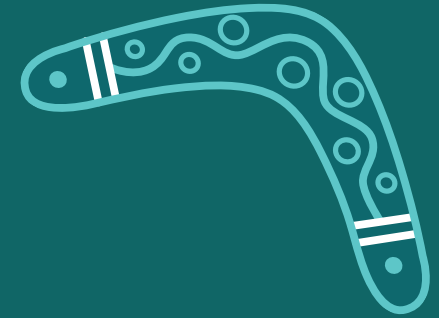
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote reconciliation through our sphere of influence.	Develop and implement strategies to engage our employees in reconciliation.	June 2022	First Nations Engagement Manager General Manager – Capability, Equity, Diversity and Inclusion
	Develop a communication plan to raise awareness of and share our commitment to reconciliation both internally and externally, including with the Western City Parkland Authority and relevant local, state and federal agencies directly connected to Western Sydney.	July 2022	General Manager – External Affairs and Communication General Manager – Capability, Equity, Diversity and Inclusion
	Explore opportunities to positively influence our contractors and external stakeholders to drive reconciliation outcomes	October 2022	First Nations Engagement Manager General Manager - Procurement
	Collaborate with RAP organisations in Western Sydney and key stakeholders in the aviation sector including Qantas, Virgin and Boeing to develop an approach to advance reconciliation.	November 2022	First Nations Engagement Manager RAP Working Group Co-Chairs
	Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-racism provisions, and future needs.	June 2022
Develop, implement, and communicate an anti-racism policy for our organisation. (For Board approval).		September 2022	Chief People and Culture Officer
Engage with First Nations employees and/or advisors to consult on best practice and success for our anti-racism policy.		August 2022	General Manager – Capability, Equity, Diversity and Inclusion
Educate all employees on the impacts of racism by providing best practice First Nations driven anti-racism training.		October 2022	General Manager – Capability, Equity, Diversity and Inclusion
Identify and join a minimum of one Australian anti-racism campaign.		September 2022	First Nations Engagement Manager





CASE STUDY

Broe Reti Machine Operator



Broe Reti is a proud Wiradjuri man, born in Moree and now living in Grafton. He hopes that through sharing his culture and achievements, he can inspire the next generation of First Nations people to do the same.

Broe works as a Machine Operator for the CPB Contractors and ACCIONA Joint Venture, driving scrapers, compactors and rollers in one of the biggest heavy machinery fleets ever assembled in Australia.

“My boss came up with the idea of having a First Nations scraper fleet, which me and boys jumped at. We were trained in operating all the different machinery and since then, our careers have sky-rocketed,” said Broe.

“You look at all of us today and we’ve become leaders on whatever project we’re working on – helping mentor and grow the other junior First Nations brothers and sisters on-site.

“It’s all about creating opportunities and celebrating our role models, so that the younger generation realise ‘I can do that and more’ and have endless pathways to get there,” he said.

For Broe, it’s deeply personal. He and his wife are raising their five children to be proud of their cultural identity and be ambitious and think big.

“When I’m landing on the runway at Western Sydney International in five years’ time and telling my kids that I helped build the airport, they’ll be proud of me and will understand that what they can achieve is limitless,” said Broe.



Respect

When operational, Western Sydney International Airport will be a place of connection and journey. WSA recognises that connection to people, identity and Country is intrinsic to First Nations peoples and cultures. Building respectful relationships with First Nations peoples, organisations and businesses is critical to achieving Western Sydney Airport's core objective of driving social and economic prosperity in Western Sydney. We understand that our priority must be to create the time, space and mechanisms for the inclusion of First Nations voices and experiences in all that we are and all that we do. We also recognise that we must create an environment of understanding, appreciation and respect that instils pride in our First Nations employees and the broader business.

Action	Deliverable	Timeline	Responsibility
Grow levels of respect for and increase understanding, valuing and recognition of the contribution of First Nations peoples and cultures, histories, knowledge and rights through cultural learning and the creation of cultural safety across the business.	Conduct a review of cultural learning needs within our organisation.	April 2022	General Manager – Capability, Equity, Diversity and Inclusion First Nations Engagement Manager
	Consult local Traditional Owners and procure Aboriginal and Torres Strait Islander expertise to develop and implement a First Nations Cultural Education Framework.	July 2022	General Manager – Capability, Equity, Diversity and Inclusion First Nations Engagement Manager
	Develop, implement, and communicate a First Nations Cultural Education Framework for all employees including WSA's Board and Executive Leadership Representatives.	October 2022	General Manager – Capability, Equity, Diversity and Inclusion First Nations Engagement Manager
	Identify the mandatory minimum requirement of First Nations cultural learning for new starters and include in the WSA induction process.	November 2022	General Manager – Capability, Equity, Diversity and Inclusion
	Provide opportunities for all WSA employees, including the Board of Directors to participate in formal and structured First Nations cultural learning.	February 2023	General Manager – Capability, Equity, Diversity and Inclusion Company Secretary
	Establish a Cultural Safety Framework for the implementation of cultural safety for staff and stakeholders at WSA, with clear measures that will be reported against annually.	July 2022	General Manager – Capability, Equity, Diversity and Inclusion First Nations Engagement Manager
	Conduct a review of the First Nations Cultural Education Framework and assess all employees' level of awareness.	November 2023	General Manager – Capability, Equity, Diversity and Inclusion First Nations Engagement Manager



Action	Deliverable	Timeline	Responsibility
Demonstrate respect to First Nations peoples by observing cultural protocols.	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2022	General Manager – Capability, Equity, Diversity and Inclusion First Nations Engagement Manager
	Consult with our First Nations team members, review and update WSA’s current Aboriginal and Torres Strait Islander Cultural Protocols Guidelines to include relevant protocols, including sorry business, cultural and ceremonial leave, and develop a communication plan to promote the guidelines across the business.	April 2022	General Manager – Capability, Equity, Diversity and Inclusion First Nations Engagement Manager
	Ensure a local recognised Aboriginal Elder is invited to perform a Welcome to Country or other appropriate cultural protocol at all significant events and celebrations.	Ongoing Reviewed by December 2022	Experience Centre and Events Manager
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings across the business.	Ongoing Reviewed by December 2022	First Nations Engagement Manager
	Develop a visual Acknowledgement of Country for display on WSA facilities and digital assets, including website, email signatures, reports and relevant marketing materials and explore opportunities to collaborate with Traditional Owners for a Welcome to Country to be celebrated on relevant digital assets.	June 2022	General Manager – Marketing and Brand First Nations Engagement Manager
	Engage First Nations stakeholders and organisations to develop Dharug language naming for areas across the airport site and find opportunities to recognise and celebrate the rich diversity of Australian languages in naming relevant airport assets.	June 2022	General Manager – Asset Management First Nations Engagement Manager
	Establish a First Nations cultural ‘yarning’ space at the Western Sydney International Experience Centre.	September 2022	Experience Centre and Events Manager



Action	Deliverable	Timeline	Responsibility
Build respect for First Nations cultures and histories by celebrating NAIDOC Week and other significant Aboriginal events.	RAP Working Group and Executive Leadership Team to participate in an external NAIDOC Week event.	First week in July 2022, 2023	RAP Working Group Co-Chairs Chief Executive Officer
	All WSA employees to support and participate in a NAIDOC Week event delivered in community (or online if in-person events cannot take place).	First week in July 2022, 2023	First Nations Engagement Manager Experience Centre and Events Manager
	Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	May 2022	General Manager – Capability, Equity, Diversity and Inclusion
	Promote and share NAIDOC Week celebrations and internal First Nations excellence through appropriate communication channels	First week in July 2022, 2023	General Manager – External Affairs and Communication
	Promote opportunities and encourage all WSA employees to participate in external NAIDOC events.	First week in July 2022, 2023	General Manager – Capability, Equity, Diversity and Inclusion First Nations Engagement Manager
	Promote the First Nations events calendar and commemorate and/or celebrate all dates of significance such as National Sorry Day, Anniversary of the National Apology and National Close the Gap Day.	March 2022	General Manager – Capability, Equity, Diversity and Inclusion First Nations Engagement Manager



Action	Deliverable	Timeline	Responsibility
Respect and encourage First Nations employee participation in sensitive cultural practices	Research and develop a First Nations Cultural Leave Policy for Board approval that provides First Nations employees with access to cultural leave.	September 2022	Chief People and Culture Officer
	Educate leaders across WSA to ensure awareness and understanding of the First Nations Cultural Leave Policy and how to best support First Nations employees	October 2022	General Manager – Capability, Equity, Diversity and Inclusion
	Communicate the First Nations Cultural Leave Policy to all WSA staff particularly First Nations employees and their leaders.		
Create opportunities to infuse and embed First Nations cultures into everyday life of WSA	Optimise internal communication platforms and channels to promote reconciliation across all levels of business	June 2022 Reviewed annually, by June 2023	General Manager – Capability, Equity, Diversity and Inclusion First Nations Engagement Manager
Incorporate First Nations design, stories and storytelling into the design and build of Western Sydney International (Nancy-Bird Walton) Airport	Consider and develop a Keeping Place, building on the work already undertaken in Cultural Heritage Engagement Management Plan	June 2023	First Nations Engagement Manager
	Incorporate the local (and where appropriate, other First Nations) culture and/or stories into the Experience Centre	Phase 1 - June 2022 Phase 2 - June 2023	Experience Centre Manager Social and Content Manager First Nations Engagement Manager
	Incorporate First Nations design elements into Western Sydney International so visitors to Australia and people returning home are connected to diverse First Nations cultures as they pass through the airport.	June 2023	Airport Design First Nations Engagement Manager







Opportunities

Western Sydney Airport acknowledges that Western Sydney is home to one of the largest First Nations populations across Australia. We understand the opportunity that exists for Western Sydney Airport to significantly contribute to improving the social and economic outcomes of Aboriginal and Torres Strait Islander peoples in Western Sydney. Pathways to sustainable prosperity includes employment, enterprise development, business engagement, and cultural heritage preservation. As the catalyst for the development of a new city across Western Sydney, we have a unique role to lead the way in creating real generational impacts for First Nations Peoples across Western Sydney and beyond.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Heritage and Culture, Experience Centre			
Improve employment outcomes by increasing First Nations attraction, recruitment, retention and professional development.	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	May 2022	General Manager – Capability, Equity, Diversity and Inclusion First Nations Engagement Manager
	Engage with First Nations staff to consult on our Aboriginal Workforce Strategy.	June 2022	General Manager – Capability, Equity, Diversity and Inclusion First Nations Engagement Manager
	Develop and implement a First Nations Workforce Strategy with a clear focus on attraction, recruitment, retention and professional development.	July 2022	General Manager – Capability, Equity, Diversity and Inclusion First Nations Engagement Manager
	Develop and implement a First Nations employee mentoring program.	February 2023	General Manager – Capability, Equity, Diversity and Inclusion First Nations Engagement Manager
	Advertise job vacancies to effectively reach First Nations stakeholders, people and communities.	April 2022	General Manager – Capability, Equity, Diversity and Inclusion
	Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	May 2022	General Manager – Capability, Equity, Diversity and Inclusion



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Increase the number of First Nations peoples employed in our workforce.	December 2023	Chief People and Culture Officer
	WSA is committed to employing First Nations peoples at all levels and will develop and implement an Aboriginal Employment Pathway Program to increase Aboriginal and Torres Strait Islander peoples participation in traineeships, apprenticeships, cadetships, graduate and leadership roles.	November 2022	General Manager – Capability, Equity, Diversity and Inclusion
	Conduct a review to measure the impact of the Aboriginal Workforce Strategy and Aboriginal Employment Pathway Program.	November 2023	General Manager – Capability, Equity, Diversity and Inclusion First Nations Engagement Manager
Increase First Nations supplier diversity to support improved economic and social outcomes.	Engage with Aboriginal professionals to develop and implement a First Nations Procurement Strategy.	August 2022	General Manager – Procurement First Nations Engagement Manager
	Maintain Supply Nation membership.	January 2022	General Manager – Procurement
	Utilise Supply Nation membership to participate in events and activities to build better relationships with Aboriginal businesses.	May 2022	General Manager – Procurement First Nations Engagement Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	April 2022, July 2022, October 2022, January 2023, April 2023, July 2023, October 2023	General Manager – Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses	April 2022	General Manager – Procurement
	Deliver an annual WSA First Nations Supplier Forum in partnership with Yarpa Hub and Supply Nation to directly promote procurement opportunities to Aboriginal suppliers.	October 2022, July October 2023	General Manager – Procurement First Nations Engagement Manager
	Develop commercial relationships with First Nations businesses.	April 2022, July	General Manager – Procurement First Nations Engagement Manager



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Provided support to assist in increasing the capacity of First Nations peoples and organisations in the footprint of the airport to increase their ability to create lasting social change at scale through community partnerships.	Research and identify First Nations organisations and programs which have positive social impact on Aboriginal and Torres Strait Islander peoples in Western Sydney.	May 2023	Community Engagement and Social Impact Manager
	Develop and implement a partnership with a minimum of one First Nations organisation or program which addresses the needs of the community and increases their ability to create lasting social change at scale.	August 2023	Community Engagement and Social Impact Manager First Nations Engagement Manager
Leverage the opportunities in WSA environmental conservation zone to develop environment and conservation capabilities of First Nations peoples and support employment outcomes.	Progress discussions with local Land Councils and other identified First Nations stakeholders and organisations to build an Aboriginal Heritage and Environment Program to build the capabilities of those organisations and their employee and community base through use of the Western Sydney Airport Environmental Conservation Zone.	February 2023	Environment Manager Executive Manager - Sustainability First Nations Engagement Manager
	Develop and implement Aboriginal Heritage and Environment Program in partnership with local Land Councils and other identified First Nations stakeholders and organisations.	January 2023	Environment Manager Executive Manager - Sustainability First Nations Engagement Manager





Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain First Nations representation on the RWG.	January 2022 onwards	RAP Working Group Co-Chairs
	Establish and apply a Terms of Reference for the RWG.	Completed Reviewed by September 2022	RAP Working Group Co-Chairs
	Meet at least four times per year to drive and monitor RAP implementation.	April, July, October, January annually	RAP Working Group Co-Chairs
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	April 2022	RAP Working Group Co-Chairs
	Engage WSA board of directors, senior leaders and other employees in the delivery of RAP commitments.	February 2022 February 2023 February 2024	RAP Working Group Co-Chairs
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	April 2022	RAP Working Group Co-Chairs
	Appoint and maintain an internal RAP Champion from senior management.	Completed Reviewed by September 2022	RAP Working Group Co-Chairs



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September annually	RAP Working Group Co-Chairs
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly from April 2022 and then July October and January)	First Nations Engagement Manager Corporate Affairs Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	December 2022, December 2023	General Manager – External Affairs and Communication
	Contact Reconciliation Australia to request their unique link to access the online RAP Impact Measurement Questionnaire which is conducted 1 August annually	30 July annually	First Nations Engagement Manager
	Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	April 2022	RAP Working Group Co-Chairs
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	February, 2023	RAP Working Group Co-Chairs

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