

Western Sydney  
International Airport

# Corporate Plan 2023–24



# 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. Dharug lands embrace the earth, rivers and sea. From the Blue Mountains to the ocean, from the 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 Dharug 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, 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 Dharug Elder Aunty Edna Watson, I want to say welcome to you.

**Rhiannon Wright**  
Traditional Custodian of the Dharug Nation

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# Chair's message

Paul O'Sullivan

Our 2023–24 Corporate Plan demonstrates how we will progress towards the opening of Sydney's new international airport, including the development of the airport's multiple commercial streams, including terminal retail stores, the cargo precinct and our business precinct.



When the first plane lands at Western Sydney International (Nancy-Bird Walton) Airport in 2026, it will be a moment that signals a new era for Western Sydney's diverse, multicultural communities.

Sydney's new global airport is a truly nation-building project, one that will reshape Sydney by pulling its centre of gravity west, bringing with it the kind of jobs and investment that will positively change the lives of people across Western Sydney for decades to come.

Despite the challenges of the past few years, I am pleased to report that development of the airport remains on schedule and on budget. This is a testament to our wider team's passion and expertise, as well as the strong support we are receiving from our Commonwealth shareholders, both at a Ministerial and Departmental level.

We are delivering this airport on behalf of the Australian taxpayer. The Board, executive leadership and wider team are always mindful that this task carries with it a responsibility to ensure the highest levels of transparency and accountability, including an unwavering commitment to the highest safety standards. This year, we were joined by 18 of our most important partner organisations in bringing this culture to life through our inaugural Western Sydney International Safety Expo. More than 350 people attended the Expo, which demonstrated our shared commitment to driving continuous improvement in safety culture and outcomes.

Our 2023–24 Corporate Plan demonstrates how we will progress towards the opening of Sydney's new international airport. This covers the development of the airport's multiple commercial streams, including terminal retail stores, the cargo precinct and our business precinct.

When looking forward, it is useful to reflect on where we have come from. In the 6 years since our organisation was set up, in collaboration with the Commonwealth, we have:

- passed the 50% construction progress milestone in May 2023
- completed both our early and major earthworks projects on schedule, moving more than 26 million cubic metres of earth in what was the largest earthmoving project in Australia's history outside of the mining sector
- progressed construction of our integrated international and domestic passenger terminal, drawing on the global expertise of experienced airport designers Zaha Hadid, partnering Australian architects Cox Architecture for the initial concept design, with another local architect Woods Bagot finalising the design through our terminal construction contractor Multiplex

- commenced construction of our modern, efficient airfield, with a joint venture of CPB Contractors and ACCIONA delivering the project, which includes our 3.7 km runway
- engaged a joint venture of Australian construction firms Seymour Whyte and BMD Constructions to deliver our substantial landside civil works program, which began at the end of 2022
- launched our first Reconciliation Action Plan (RAP), placing a clear structure around how we contribute to Australia's reconciliation journey
- signed a Heads of Agreement with the Qantas Group, which will see its airlines operate a strong domestic network from the airport's early days of operation, as well as multiple airline and air cargo memoranda of understanding, progressing commercial relationships to deliver an exciting range of partners who will operate from the airport on opening
- commenced community consultation on our first major development proposal, for the first stage of our airport business precinct, that will eventually grow to a thriving centre of commerce of almost 200 hectares
- built a foundation of strong relationships with communities across Western Sydney, with extensive engagement programs that ensure WSI is accessible and accountable, while focusing on ensuring the region's young people are thinking about the possibilities the airport will create when it comes to their future careers
- partnered with community-focused organisations to help ensure the socioeconomic uplift from the airport begins now, years before the first aircraft lands.

This list only begins to touch on the progress we have made toward delivering Australia's new global gateway, which is proudly under construction for the benefit of communities across Sydney.

On behalf of the Board of Directors, it is my pleasure to present the 2023–24 Corporate Plan.

**Paul O'Sullivan**  
Chair, Western Sydney International Airport

# CEO's message

Simon Hickey

We are now in peak construction, with thousands of people working directly on the airport site, around half of them living in Western Sydney. Over the next year we will achieve major construction milestones. Most notably, we will lay the final surface of our runway and install the roof of our passenger terminal.



As we look forward to the next year of activity in developing our 2023-24 Corporate Plan, the delivery of Western Sydney International Airport is as challenging and complex as it is exciting and uplifting.

Airports are proven city-shapers. No longer will the West's young people have to travel east to be a CEO or a university professor. While the idea of bringing the international travel and connectedness that airports facilitate to Western Sydney is compelling, it is the socioeconomic uplift that the airport will deliver which is our most important purpose.

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We have now signed a Heads of Agreement with the Qantas Group that represents an undeniable signal of the compelling proposition WSI represents to airlines. Up to 15 Qantas and Jetstar aircraft and 700 Qantas Group employees will now be based at WSI from our early days of operation, operating a domestic network to Australian capital cities and leisure destinations. With a strong domestic network in place, we now have the necessary foundation to advance discussions regarding international services, both with the Qantas Group and other Australian and overseas airlines.

At the southern end of the airport site, construction of our state-of-the-art air cargo precinct will also begin over the next year. Co-designed with our future customers, the air cargo precinct will create a transformational new experience for our partners and build national resilience by delivering a significant uplift in Sydney's air cargo capacity of more than 50% from the first day of operation.

Like Western Sydney International Airport's passenger operations, which will grow to eventually serve around 82 million passengers a year, we have designed our cargo precinct for growth, with a roadmap to become one of Australia's largest air cargo centres.

As we develop Sydney's new airport, we understand the expectations of our future customers and the community that a modern, greenfield airport should lead from a sustainability perspective. Our strong sustainability emphasis in construction has attracted industry recognition however, we are now turning our minds to our operational sustainability strategy across the environment, social and governance spectrum.

This year we aim to begin announcing initiatives under our operational sustainability strategy. I am committed to ensuring we take a leading position in key areas, including the airport's carbon performance.

People are often surprised to learn that the region is home to Australia's largest urban population of First Nations people. Another important dimension to our sustainability strategy will be how we leverage the development of Australia's new international gateway to create opportunity for Aboriginal and Torres Strait Islander people across Western Sydney. In addition, our art and placemaking strategy will ensure that visitors to Australia and locals returning home through the airport will feel connected to our nation's rich, enduring First Nations cultures in an authentic way.

These initiatives are in addition to those already underway under our current RAP, for completion in early 2024. It is important to me that the airport makes a meaningful contribution to Australia's reconciliation journey, and I am confident that with the support and wisdom of Aboriginal and Torres Strait Islander Elders and other community leaders in the region, we can bring this vision to life at Western Sydney International Airport.

Safety is our most important consideration, not just as we deliver one of the largest infrastructure projects underway in Australia, but also as we develop our operational plans for the airport. We have a strong safety culture across the organisation, supported by our Board and the executive leadership team driving and supporting high standards of safety performance as we develop the airport precinct. WSI convenes a quarterly Zero Incident Forum, which brings together our Major Works Contractors and adjacent projects, such as the M12 and Sydney Metro, to share knowledge and learnings on safety related matters.

With the development of the first stage of our business precinct and further progress to develop what will be the most compelling customer experience proposition of any Australian airport also among the critical programs we will advance this financial year, it will be another busy, engaging and rewarding year as we bring Western Sydney International Airport to life.

**Simon Hickey**  
Chief Executive Officer,  
Western Sydney International Airport

# Board of Directors



**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 CEO of Optus from 2004 to 2012. Before those roles, Paul worked in a range of senior positions within Optus and in management roles with the Colonial Group and the Royal Dutch Shell Group in Canada, the Middle East, Australia and the United Kingdom. Paul is the Chair of Optus Pty Ltd and ANZ Banking Group, a Non-executive Director of St Vincent's Health Australia and Director of Indara Digital Infrastructure (formerly known as Australian Tower Network Pty Ltd).

**MRS FIONA BALFOUR AM**

Non-executive Director  
(appointed August 2017)

Fiona's executive career was in aviation, information and telecommunication services, and distribution and logistics. She is an Independent Non-executive Director of Airtrunk Australia Holding Pty Ltd and Telstra PM Holdings and is also a Nominee Director acting for the Public Sector Investment Board of Canada at Land Services South Australia and Land Services Western Australia.

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 'lifetime achievement and contribution to the information technology industry'.

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



**MR TIM EDDY**

Non-executive Director  
(appointed August 2017)

Tim has over 30 years' experience in leading and managing in professional services environments, including as Managing Partner Operations, Oceania at EY.

Throughout his career, he has developed expertise in 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, acting for The Red Fox Group Pty Ltd, Racing Victoria Ltd and GMDx Ltd. He is also a fellow of Chartered Accountants Australia and New Zealand and a graduate of the Australian Institute of Company Directors.



**MR VINCE GRAHAM AM**

Non-executive Director  
(appointed November 2017)

Vince brings over 30 years' experience in senior roles in infrastructure and public transport, including as CEO of Networks NSW and RailCorp NSW, where he had responsibility for the \$30 billion public-private partnership Waratah train project.

Vince is a Director of Catholic Schools NSW Ltd, and a member of the University of Sydney Senate Risk and Audit Committee.

Vince brings a strong connection with Western Sydney to the airport.



**MS ANTHEA HAMMON**

Non-executive Director  
(appointed November 2017)

Anthea is a tourism business leader with over 15 years' experience. She is the Managing Director of Scenic World and its parent company, Hammons Holdings, which operates BridgeClimb on the Sydney Harbour Bridge.

Anthea is the Vice President of the Blue Mountains Accommodation and Tourism Association and has served as a Director of Blue Mountains Economic Enterprise and the Australian Amusement, Leisure and Recreation Association. Anthea also serves as a Director of the Western Parkland City Authority (WPCA) and is a member of the WPCA Audit and Risk Committee.

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



**MS CHRISTINE SPRING**

Non-executive Director  
(appointed August 2017)

Christine is an expert in aviation infrastructure development and airport operations, as well as a civil engineer with over 20 years' 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 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 Australian Maritime Systems Group, the European Australian Business Council and the Dimeo Group Pty Ltd.

He was Chief Executive and a 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.



# 01

## | Our direction



### Purpose

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

### Vision

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

### Strategic priorities



Building the infrastructure



Building the business



Building your future

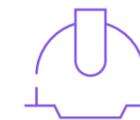
### Strategic outcomes

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

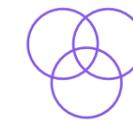
First choice for our customers while delivering sustainable commercial outcomes

Be a catalyst for our communities' social and economic development

### Core values



Safety



Inclusion



Courage



Integrity



Pioneering



Passion

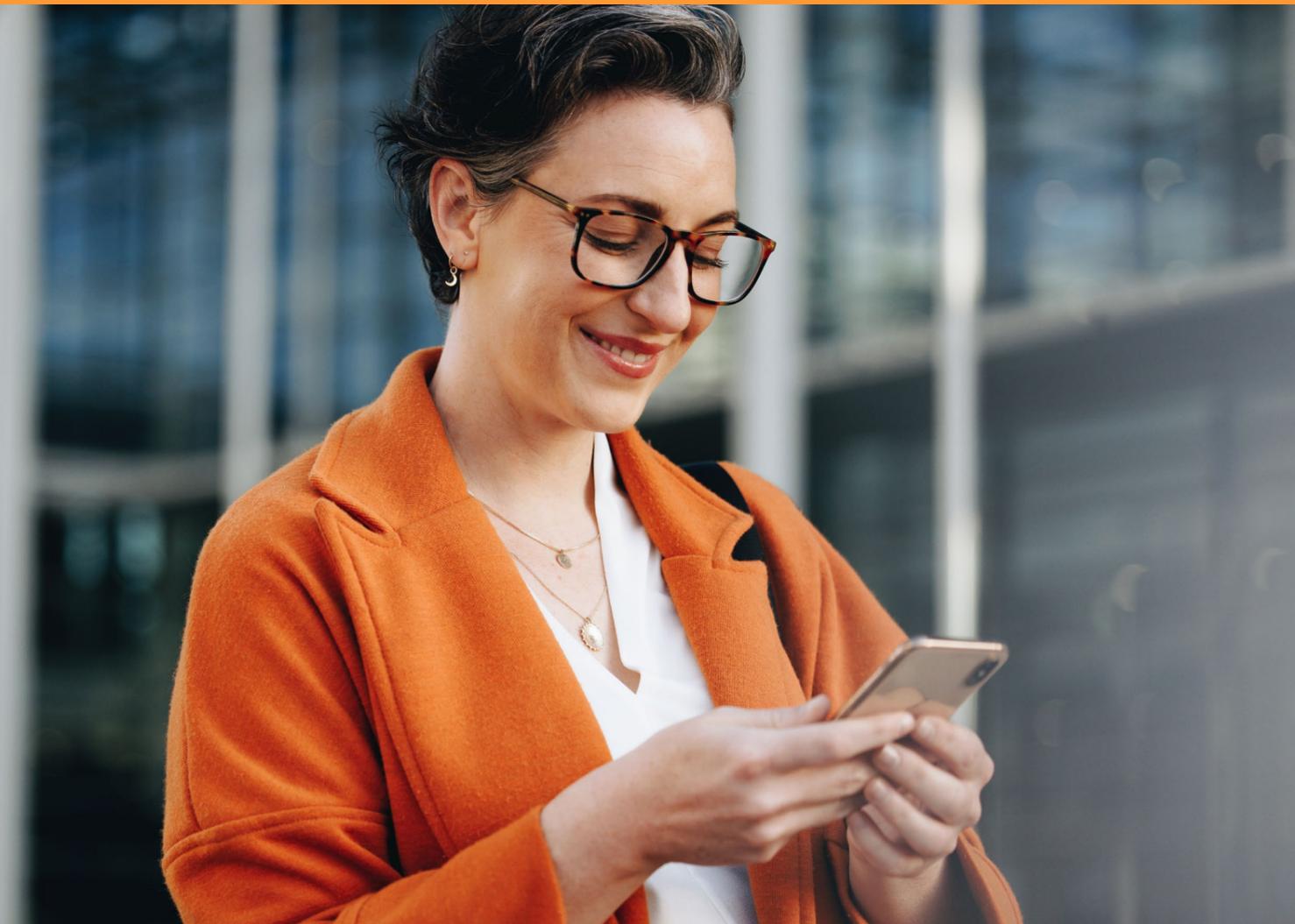
The Directors of Western Sydney International Airport (WSI) present the 2023–24 Corporate Plan, which has been prepared by WSA Co Limited (ABN: 81 618 989 272) (the Company) for its Shareholder Ministers in the Finance and Infrastructure portfolios. This plan covers the period of 2023–24 to 2026–27 and is prepared in accordance with section 95 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

“They’re going to see the heart of Sydney in Western Sydney. People out here have got heart. Here, everyone’s just a friend.”

Lucas,  
CPB ACCIONA Joint Venture

# 02

## | Our operating context



### Aviation, cargo and property update

International and domestic aviation demand is forecast to recover to pre-COVID levels by 2024, as traveller confidence and activity steadily grows, aircraft fleet return to operations, and improved supply chains and labour markets enable airlines to rebuild their resilience post-pandemic. The timing of Western Sydney International Airport’s opening in late 2026 means we will be well placed to leverage this growth as we offer our passenger, airline and air cargo customers a new standard in airport experience.

While aviation’s recovery has been strong, there are a number of headwinds with the potential to temper the growth cycle. These include increases in interest rates, elevated jet fuel prices and more challenging economic conditions globally. Despite these headwinds, demand for air travel continues to rise with evidence of ongoing airline industry recovery for Australia’s domestic carriers reflected in operating at or close to pre-COVID capacity, a return to profitability, as well as the introduction of a new airline and new routes to the domestic network.

For air cargo markets, the outlook is even more encouraging, with the industry experiencing demand above pre-pandemic levels, driven by a structural change in ecommerce that is expected to continue into the foreseeable future. Despite a forecast slowing of global economic growth in 2023, global demand for air cargo has increased by about 3% on pre-pandemic levels as of February 2023. Boeing is forecasting strong air cargo demand into 2041 with traffic doubling and the world’s freight fleet expanding by more than 60%.

As global supply chain constraints begin to ease in 2023, Australia is facing a shortage of industrial property space, currently exhibiting the lowest vacancy rate for industrial space in the world. This is particularly true for Sydney where the demand



**Demand for air travel continues to rise, with evidence of ongoing airline industry recovery for Australia’s domestic carriers.**

is largely driven by the increase in ecommerce, and is leading many retailers, businesses and logistics organisations to scale-up their operations. A tightening lease market and limited supply has meant that rents have seen strong growth in the past year with growth expected to stabilise from 2024 onwards. Commercial property within Western Sydney continues to be sought after, with investment and growth in the area being driven by population growth, the development of the airport and surrounding infrastructure.

The online nature of business requires consideration of cybersecurity threats which continue to increase in sophistication and frequency. These threats can lead to significant impacts on organisations, including the theft of sensitive data, financial loss and reputational damage. It is critical for businesses to take proactive measures to mitigate these threats, such as increasing cyber platform defences, ongoing cybersecurity awareness training to employees, constant monitoring of systems, and implementing vulnerability and patch management programs to ensure the security and integrity of our systems and data.

While our economy continues to recover from the effects of the pandemic and other fiscal challenges, Western Sydney International Airport will be in a strong position when operations begin in 2026 to catalyse social and economic activity in Australia’s most culturally diverse region, which will undoubtedly fuel travel demand.

### Western Sydney and the role of infrastructure

The development of Western Sydney International Airport continues to be a major driver of economic growth for Western Sydney. The project has directly invested more than \$400 million in companies based in the region since construction began, including many small, medium and family-owned operations. As the nation’s next major airport, this is a flagship infrastructure project for both NSW and Australia. It is expected to support almost 28,000 direct and indirect jobs by 2031, 5 years after the airport opens in 2026.

The airport is supported by billions of dollars of investment in Western Sydney and surrounding regions, creating jobs in airport operations, retail, hospitality, freight and logistics and numerous other sectors. Importantly, many of the opportunities and benefits will flow to local residents, with our

workforce targets meaning that at least 30% of jobs during the construction phase will go to people living in Western Sydney. When the airport opens, this will increase so that at a minimum 50% of jobs will go to Western Sydney residents.

Western Sydney is one of the fastest growing regions in Australia and is expected to be home to 3 million residents by 2036. Infrastructure development will be vital to meeting the needs of this growing population. In addition to the airport, the Australian and NSW governments are investing in the surrounding road and rail infrastructure, including the M12 motorway, and the Sydney Metro–Western Sydney Airport rail line, as well as upgrades to major arterial roads.

The greenfield area immediately surrounding the airport, the Western Sydney Aerotropolis, has been identified as the site of Bradfield, a new economic centre to be coordinated by the Western Parkland City Authority (WPCA). Bradfield is set to become a great place to live and work and will include a hub for high-skill jobs to attract and support growth in the advanced manufacturing, science and education sectors.

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### Working together effectively

In order to successfully deliver Western Sydney International Airport, we have collaborated extensively with a number of Australian and NSW government agencies from the very beginning of the project. We will continue to closely engage with these stakeholders up until operations begin in late 2026 and beyond. We also recognise that support from the business, industry and community sectors plays a vital role in the airport’s construction and development. Given that Bradfield is in the master planning process, the extent of our collaboration is reviewing and inputting to master plans as they become available. Commercial activities will necessarily remain distinct and separate to any such engagement.

Our key government stakeholders are:

- **The Commonwealth, represented by Shareholder Ministers**, who are kept informed via formal reporting and planning mechanisms.
- **Australian Government departments**, including the Department of Finance and the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA), which are the departments of our Shareholder Ministers.
- **Australian Government stakeholders including departments and agencies advising on and informing the airport’s design and operations**, while working with us to plan for their own

facilities across the precinct. This includes Airservices Australia’s navigation and firefighting provisions, as well as Australian Border Force, Department of Agriculture, Fisheries and Forestry, Australian Federal Police’s border protection facilities and the Department of Climate Change, Energy, the Environment and Water.

- **NSW departments and agencies**, specifically transport agencies responsible for road and rail network development and their integration into the airport precinct. This includes Transport for NSW for road network development and bus services to Western Sydney centre hubs, Sydney Metro to interface with the Sydney Metro–Western Sydney Airport rail line, and the WPCA to support a holistic approach to bring the vision of the Western Parkland City to life. Other NSW departments also regulate and set policy for land planning and other considerations vital to developing a successful, thriving airport.
- **Local government authorities**, which are working with us to maximise the opportunities the airport will generate for their constituents. We will also continue to work with local government to strengthen ties to regional business, industry and community stakeholders, and look for opportunities to leverage initiatives such as those that are a part of the Western Sydney City Deal.



### Airspace development

DITRDCA is responsible for airspace and flight path design for the airport, including the development of the environmental impact statement and associated community consultation. Airspace design is complex and requires careful and thorough planning to ensure it balances the needs of the community, the various users of Sydney’s airspace and other stakeholders, while maintaining safety as the priority. In developing the airspace design, the department works closely with a range of aviation experts, including Airservices Australia, Defence and the Civil Aviation Safety Authority (CASA).

### Our place in the aeronautical industry

Western Sydney International Airport has provisionally secured its 3 letter code – more than 3 years ahead of opening – with the airport to be referred to as ‘WSI’ as its official international designation. The code, which is usually provided to airports within 12 months of the start of operations, was designated early by the International Air Transport Association, reflecting the confidence the international airline industry peak body has in the airport’s progress and its importance to Australia’s aviation landscape.

Our greenfield nature presents many exciting opportunities to work with industry to shape the future of aviation and other commercial activities such as retail and property development. Ongoing engagement with interested parties, such as through approaches to market, will be vital to bringing the airport and its businesses to life.



# 03

## | Our strategic priorities



### Health, safety and wellbeing

Since work to build the airport began, the health and safety of our workforce and the community has remained our top priority. This has been reflected in the strong safety performance across the project, with over 7.5 million hours of work undertaken during construction to date.

As the project now enters the busiest period of construction that focus remains as sharp as ever. We're committed to continually testing and strengthening our focus on safety excellence so that we maintain the high standards that have been set over the last 5 years. In line with this, in 2023–24 and beyond we will continue to drive safety excellence across all aspects of the project, primarily through an ongoing focus on visible safety leadership, building and maintaining a positive safety culture, effective management of critical risks and targeted assurance activities.

### Building the infrastructure

Construction of Western Sydney International Airport has come a long way since work began in 2018. Despite challenging circumstances, from the various impacts of COVID-19 to the extraordinary rain events experienced during the past 3 years, development of the airport infrastructure remains on track for the start of operations in late 2026.

The earthworks component of the project – one of the largest in Australian history – is now complete. More than 26 million cubic metres of earth was moved across the site and reused to prepare it for airport infrastructure development.

Works to develop the airport precinct continue at pace, including the international and domestic passenger terminal, as well as the airside and landside areas. Airside construction includes development of the airport's high-tech 3.7 km runway and rapid-exit taxiways, while the landside civil works package includes the buildings, car parking and utility connections, as well as the connections to ground transport infrastructure which incorporates the M12 motorway and Sydney Metro–Western Sydney Airport rail line.

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### Major works packages

Work to build the airport is divided into major works packages. The current status and planned activities for each package are:

- **Terminal construction** is now well established across a number of areas in the precinct, including the terminal building, forecourt, approach road, carparks, aircraft apron and the airport's jet fuel delivery infrastructure. The concrete structure for the main terminal building has been completed, and baggage handling system installation and roof construction has commenced. Our focus will move to completing the walls and exterior and undertaking fit out activities, as well as completing apron works, external road works and fuel farm, and associated infrastructure activities.
- **Airside works** will focus on the ongoing construction of the airport's runway, taxiways, airside roads and fencing, navigation equipment and aids, high voltage services and fibre optic cables.
- **Landside works** will be centred on design completion and the civil works associated

with roads, bridges, car parks and buildings, water management and sewerage. During this period, works will also focus on integration of M12 Motorway and the Sydney Metro–Western Sydney Airport works.

- **Technology works** reflects how the airport is being built 'from the ground up' using modern technology. Technology will be pivotal to providing the underlying infrastructure, systems and data for the airport's day-to-day operations. It will also be a crucial point of difference for WSI, with the systems helping to deliver superior customer service and operational excellence and providing an important competitive advantage. In 2023–24, efforts will focus on completing procurement of technology systems, establishing on-site enabling technologies such as hosting, cyber, integration and telecommunications systems. We have chosen Amadeus as our strategic airport systems technology partner to create the digital experience, driving operational efficiency and a seamless customer experience. Work will also commence on systems integration testing across airport operation and passenger processing systems in 2023–24.



### Cybersecurity

Our technology approach focuses on future-enabled systems, intelligent data use and the development of strong partnerships with systems providers. Our strategy has involved consideration of not only what will be implemented to begin airport operations in 2026, but also how we can adapt to emerging trends and new developments into the future. This includes the mitigation of cybersecurity risks and potential disruptions to airport operations.

We reference Australian Government and international codes, standards and guidelines for the design of our cybersecurity platform and the cyber requirements of all individual technology components. We align our cybersecurity framework to the Protective Security Policy Framework and Australian Signals Directorate’s Essential 8. Our goal is for zero controllable cybersecurity incidents.

Our technology approach focuses on future-enabled systems, intelligent data use and the development of strong partnerships with systems providers.



### Key main works package milestones

	FY24				FY25				FY26				FY27			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Airside & civil pavement works					Construction complete								Operations			
Terminal works					Construction complete											
Baggage handling system	Refer to milestone activities under Building the infrastructure				Construction complete											
Landside civil & building works					Construction complete											
Technology delivery program					Airport and business systems to be delivered site-wide integration testing completed											
Zero controllable cybersecurity incidents throughout the period																

Engineering, construction and project management company Bechtel continues to work with us as our delivery partner. Bechtel has decades of global airport delivery experience and supports us in managing the construction site and effectively integrating all of our major works contractors.

### Interface management

The design and construction of the road and rail interfaces are an important element of ensuring connectivity to Western Sydney International Airport. During 2023–24, construction works will continue at pace across the site, including for these interfaces.

To ensure the project remains on track, we work with our delivery partner Bechtel to manage the interface components by:

- coordinating and integrating design across the M12 Motorway and the Sydney Metro–Western Sydney Airport works
- overseeing the safe staging and delivery of interface works

- maintaining efficient traffic flow and traffic management around the construction site
- supporting regular engagement between WSI, Transport for NSW and Sydney Metro.

We have established active governance forums to provide effective management of the interface works. There are also well-defined construction interfaces documented in the terminal, airside and landside main works package contracts and with the relevant transport and other government agencies. This proactive approach to interface management involves early identification of concerns so that timely plans can be made to address them.

### Environmental focus

The earthworks component of the project is now fully complete, and site works have now fully transitioned to the construction phase. Having completed one of the largest earthmoving projects this country has seen, we are now undertaking one of the largest ever construction projects.

The earthworks component of the project is now complete, and site works have now transitioned to the construction phase.

In doing so, we will retain our focus on environmental management best practice and meeting all of our legal requirements.

We will continue to work with our major contractors to deliver the strict requirements of our Construction Environmental Management Plans (CEMPs), which are designed to ensure we monitor and manage the effects of construction with regard to the natural environment, residents and businesses within close proximity to the project.

We have updated these management systems to further adapt to having multiple contractors working on site or on other projects within the airport site, as the complexity and scope of the overall construction project grows this financial year. We continue to monitor the cumulative environmental impacts of the increasing number of contractors mobilising to site on the surrounding community.

Our Remediation Action Plan provides the guidelines for the environmental remediation process staged throughout site development and construction. Remediation is now complete following the bulk earthworks and the final validation reporting is being undertaken with our site auditor. Completion of this stage in 2023–24 marks a key milestone in the remediation of the site and preparing it for the project’s operational phase.

We will maintain regulatory compliance throughout the construction phase, while continuously seeking further improvements, in line with our environmental management processes.



## Building the business

Establishing Western Sydney International Airport as the first choice for our customers is dependent on us building a robust and resilient airport business that offers a compelling experience. This will require ongoing connection with the market so that the airport’s infrastructure, the insights we gain into our customers’ preferences and ultimately, the services we deliver, provide a compelling proposition for all customers, including passengers, airlines and air cargo operators, as well as our terminal and business precinct tenants and visitors.

### Commercial focus

As we design and plan Sydney’s new international airport, it’s important we learn about how to build the best possible airport experience from the people who know best – our future customers. That’s why we launched our customer panel in 2022, to connect with a group of experienced and engaged travellers who share our passion for seamless journeys, removing pain points and getting the most out of the opportunity of designing an airport from the ground up. We’ve rolled out several surveys to our panel members and have gained valuable insights that we’re incorporating into our airport and service design. We even took panel members through life-sized mock ups of the terminal design to get their feedback. This year we will continue to update customers on the progress of Western Sydney International Airport’s via the ‘Your WSI’ subscriber program, bringing our connection to our followers to life with exciting, unique experiences such as exclusive, early access airport site tours and Experience Centre events.

We aim to deliver a world-class terminal retail experience with exciting retail outlets, including duty free choices, as well as great food and beverage choices to suit all tastes. We’ve already had strong interest from retailers interested in setting up shop in Sydney’s newest airport terminal. In 2023–24, we will deepen our engagement to work toward ensuring the best possible retail mix is available to our passengers when the airport opens in late 2026.

We continue to engage with airlines as we maximise the opportunities presented by Western Sydney International Airport’s unique value proposition as a greenfield development, including optimised design

**We aim to deliver a world-class terminal retail experience with duty free shopping, food and beverages, along with general retail.**

and a digitally enabled customer experience. In the lead up to the airport’s opening, we’re looking forward to confirming which Australian and overseas airlines will operate from WSI and the exciting destinations across our country and the globe that they will fly to.

The development of our air cargo precinct during this reporting period will focus on continued commercial engagement with potential air cargo partners as well as beginning the design and construction of the precinct. The air cargo precinct will offer state-of-the-art facilities co-designed with our partners, close to logistic hubs and upgraded roads and motorways. The air cargo precinct will revolutionise the way cargo is handled in Australia, driving growth in the Australian logistics network, and contributing to national supply chain resilience.

We have prepared a preliminary draft major development plan for the Business Precinct Stage One (BPSO) which went on public exhibition on 19 April 2023. We will continue to develop the master plan for the remaining 178 hectares, to be implemented in stages over coming decades to eventually reach a scale comparable to the Parramatta CBD. The first stage of the business precinct will incorporate developments to support the burgeoning region, potentially including a hotel, large-format retail and a range of essential services. We initiated the establishment process and commenced registration steps for a wholly-owned subsidiary of the Company in June 2023 to enter into transactions for the BPSO, and once the major development plan for the BPSO is finalised, increased efforts will be directed at delivering this exciting part of the airport precinct throughout the reporting period.

## Operations

Western Sydney International Airport is on track to open international, domestic and cargo services in late 2026. In preparation for this milestone, we are now establishing the operations function of the business. An operations delivery plan has been developed which documents the road map for establishing operations.

Workforce planning activities are underway including recruitment for various enabling operational roles. This work will continue in stages right up to opening, allowing us to complete skills and experience assessments, conduct a detailed training needs analysis, followed by the delivery of training programs.

Compliance remains a key focus for us as this is critical to ensuring the airport is able to open on schedule. This involves the development of operational documentation as well as conducting

significant stakeholder engagement activities. Key compliance documents to achieve airport certification are currently in development. Early engagement with regulators and stakeholders such as the Cyber and Infrastructure Security Centre and CASA continues, with the Airport Security and Emergency Committees already established and meeting regularly.

Operational Readiness, Activation and Transition (ORAT) will involve WSI, airlines, commercial partners, suppliers, regulators and Commonwealth agencies working together to ensure the airport is ready for the start of operations as scheduled in late 2026. ORAT involves testing the airport, its technology and its processes for reliability and safety, while also familiarising our team and service providers to ensure everything runs smoothly and safely on day one for our customers and the community.

### Key business and operational milestones

		FY24				FY25				FY26				FY27			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Commercial		Continued achievement of commercial milestones															
	Operations	● Commence development of ORAT implementation and trial program				● Commence ORAT delivery				● Complete ORAT delivery				Operations			

## Building your future

We're not only building Sydney's new airport, but a transformational, city-shaping piece of infrastructure that will be the catalyst for delivering the jobs and business opportunities, attracting the investment and creating the global connectivity in Western Sydney that will make the region an even better place to live for future generations.

### Community engagement

Ensuring the airport delivers socioeconomic uplift that leads to positive outcomes for people living in communities across Western Sydney, both during airport construction and into operation, is the focus of our social impact strategy. The strategy focuses on 6 core stakeholder groups including First Nations Australians, women in Western Sydney, Western Sydney communities, culturally and linguistically diverse (CALD) communities, youth and our employees.

This strategic work is complemented by our community engagement activities during airport construction, which ensures residents and businesses have access to timely and accurate information about the development of the airport. This engagement work will be particularly important this year as airport construction enters its peak activity phase, including supporting infrastructure and utility work delivered by NSW Government agencies and the private sector. We have worked with these agencies and private sector entities in a collaborative approach to streamline communications and responses to community feedback and ensure we engage effectively with community members.

**Contributing to Australia's reconciliation journey is one of our most important objectives. We're committed to ensuring that we take advantage of the incredible opportunity that building Australia's new global gateway creates.**



The Western Sydney International Experience Centre continues to be a valuable community engagement resource that gives community members a chance to connect with the project in a powerful and direct way. The Experience Centre showcases information about the airport using digital content and exhibitions as well as providing a direct view of airport construction, including the runway and terminal as they take shape. The Experience Centre is open to the public 5 days a week (Saturday to Wednesday inclusive), with Thursdays and Fridays reserved for stakeholder and industry visits and special events for local councils, schools and community groups.

We also engage with our community by:

- providing newsletter updates and events for residents and businesses around the airport site, including 'Coffee with the Community Team' and our well-attended community BBQ and information events
- supporting community events across Western Sydney with a visible, in-person presence to ensure community members can identify and approach WSI employees participating in their local community, providing opportunity to ask questions and give feedback about the airport
- conducting school engagement and careers programs, as well as our partnership with the Australian Business and Community Network, to provide information to young people about the airport and the future jobs and other opportunities it will create.

We are fortunate to be part of a network of government, business, industry and community stakeholders, who are all aligned to the ultimate goal of maximising the positive impact of the airport for the people of Western Sydney. We will continue to engage with our stakeholders throughout the reporting period to identify additional opportunities to amplify the airport's social benefit, during construction and on through to operations.

### First Nations Australians engagement

Contributing to Australia's reconciliation journey is an important objective for us. We're committed to ensuring that we take advantage of the incredible opportunity that building Australia's new global gateway creates, both to generate job and business opportunities for Aboriginal and Torres Strait Islander people and organisations, but also to ensure that people travelling through the airport are strongly connected to our rich, enduring First Nations cultures through our art and placemaking strategies.

Launched in early 2022, our inaugural Reconciliation Action Plan (RAP) focuses on initiatives that build respect, relationships and opportunities for Aboriginal and Torres Strait Islander peoples on lands surrounding the airport. These initiatives have all been designed to embrace culture and heritage and commit us to building long-term opportunities for First Nations Australians connected to the airport.

These opportunities include:

- creating awareness of First Nations culture through immersive experiences and education
- continuing to fulfil our commitment to awarding a minimum of 3% of contracts to First Nations suppliers
- maintaining our 2.4% employment commitment to First Nations people
- engaging with major works contractors to develop a pipeline of opportunities and initiatives for employment on the airport construction site





- creating education-to-employment pathways to build the skills and capabilities of First Nations Australians
- continuing to build positive and authentic relationships with Elders and other Aboriginal community representatives and organisations across Western Sydney.

We have grown our First Nations community engagement and reach through a number of activities including participation in Gandangara Aboriginal Land Council NAIDOC Carnival event, Coeee Festival in Mt Druitt, school engagement and participation in career expos, education and cultural activities at our Experience Centre and collaboration with our major contractors.

We will continue to engage with local First Nations communities to deepen our understanding of the best ways to leverage positive economic and cultural outcomes.

### Sustainability

Our vision has always been to design, build and operate a sustainable airport. To achieve this vision, we continue to apply rigorous sustainability standards across all areas of the airport’s planning, design and construction, which will also underpin our approach to operations once the airport opens in late 2026.

We understand that the community and our customers expect Western Sydney International Airport to have a strong approach to sustainability. As we continue to develop our sustainability strategy for the operating airport, we are considering how we will meet those expectations by taking a leading approach across the environment, social and governance spectrum.

The next 12 months will see a continued focus on sustainability through design finalisation and construction, as well as the procurement of key suppliers who will partner with us prior to and during operations to achieve our sustainability vision for the airport.

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The WSI Panel  
is about “having  
input into...  
what Sydney  
really needs to  
take it into the  
next century  
and beyond.”

Elizabeth, WSI Panel member  
The Hills Shire

# 04

## | Our people and capability



Our workforce action plan provides measurable targets for promoting positive behaviour at all levels of the business – from individuals and teams to the organisation as a whole. Central to this plan is a focus on diversity, particularly within our leadership roles. We aim to achieve an equal gender balance with 40% female and 40% male representation across our leadership positions.

### Building a sustainable workforce

We are committed to job creation and socio-economic uplift in Western Sydney, as the project continues to provide a catalyst for employment, investment and growth in the region. Our priority is to continue having sustainable and inclusive policies and practices that make us an employer of choice.

Consistent with our higher education strategy, we will continue to build capability and collaborate with various education institutions, along with the CSIRO, to support pre-employment programs that showcase careers in aviation and STEM. We have partnered with NSW TAFE to support learning pathways for trainees and universities to build a foundation for students to undertake research projects and internships.

### Global capability drawing on local skills

In delivering Sydney’s new international airport, we are committed to engaging Western Sydney capabilities to develop an airport with a global outlook where our people are immensely proud of the role they play bringing the airport to life. In building Western Sydney International Airport, we are not only creating an air transport hub that will serve Sydney’s aviation needs for many years to come – we are also helping to build future careers and jobs for people of Western Sydney. This purpose rallies our people and unites the organisation.

Currently, over 40% of our workforce are locals in the Western Sydney region, exceeding our 30% target for the airport construction phase. A target of 50% in 2026 is our focus, so that once operational, over half of the people working in the airport precinct will be from the Western Sydney region. We are committed to continually raising the bar for our local employment targets because we understand the important role the airport will play as a major catalyst for economic growth and prosperity in this region.

Throughout the reporting period, we will continue efforts to build a positive, inclusive and flexible workforce culture where our employees feel valued and engaged to reach their full potential. In doing so, we know that we are ensuring a healthier, more productive workplace for all.

Currently, over 40% of our workforce are locals in the Western Sydney region, exceeding our 30% target for the airport construction phase. A target of 50% in 2026 will be a focus, so that once operational, over half of the people working in the airport precinct will be from the Western Sydney region.

### Employment opportunities and skills development

Our goal has been, and continues to be, creating a workplace that reflects the diversity of our community. The WSI Diversity and Inclusion Action Plan, in combination with our Employee Committee, seeks to influence behaviours at individual, team and organisational levels. We also recognise and celebrate a range of diversity events. These initiatives continue to engender a positive impact by providing tangible examples of how we value differences and foster inclusion in our workplace.

Our focus is to build capability through developmental opportunities, including a range of virtual and face-to-face training programs across a variety of disciplines. For our early career professionals, including interns and trainees, this involves participation in a network to connect, share and develop their skills. Our professional development activities also extend to our leaders, with our foundation leadership training being key to continually improving our leadership capabilities.

In 2023–24, we will continue to strive to achieve our workforce targets outlined below:

Our goal has been, and continues to be, creating a workplace that reflects the diversity of our community.



Workforce plan	Target
Residents of Western Sydney working within the airport precinct	30% during construction 50% during operations
Diverse workforce*	10%
Learning workers	20%
Leadership	40% female talent

\* The diversity target includes 2.4% of our workforce made up of First Nations peoples, with the remaining proportion addressing categories such as women in non-traditional roles, women in leadership, economic and socially disadvantaged people, and people with a disability.



# 05

## | Managing our risk



As we steadily progress towards day one of operations, the business continues to monitor and proactively manage our risk exposure within an environment of existing and emerging risks related to global and local uncertainties. The cost-of-living pressures, continued impacts of COVID-19, global labour shortages and supply chain disruptions, inflationary pressures and geopolitical instabilities all pose unique challenges which we must continually navigate.

The project remains on track to deliver Western Sydney International Airport in time for our scheduled opening in late 2026. Construction works are progressing as planned, with bulk earthworks now completed, and the runway and terminal rapidly taking shape. As we build the airport’s operational functions and grow our operations team, we continue to manage any potential risk exposures.

We will retain this focus on continually assessing our risk profile to maintain a robust approach to managing our risk exposure. Using data capture and assessment tools, we will monitor goods and services procurement, resource provisions and changing industry and government requirements in relation to external risk factors.

The business has established effective risk management frameworks to support and enhance our performance in response to various types of risk.

- **Health, safety and wellbeing:** risks affecting the health, safety and wellness of our employees, contractors and the communities in which we operate.
- **Environment:** risks affecting our impact on the environment.
- **Sustainability:** risks affecting our ability to achieve sustainability objectives.
- **Governance, legal and compliance:** risks affecting internal governance processes, fraudulent and corruptive behaviour and our ability to meet legal, regulatory compliance and obligation requirements.
- **Strategic:** risks affecting our strategy delivery and overall business success.
- **Financial:** risks affecting shareholder value and our project’s or business overall financial stability.
- **Commercial:** risks impacting our revenue and the value of both the business and the airport.

- **Community and stakeholder:** risks affecting community and stakeholder expectations and support.
- **Brand and reputation:** risks affecting our ability to build organisational goodwill.
- **People and capability:** risks affecting how we attract and retain talent, and how our employees do their jobs.
- **Security:** risks affecting our physical security management and business resilience.
- **Cyber security:** risks from breaches of, or attacks on, our information systems.
- **Technology:** risks that threaten, or happen as a result of, our technology environment.
- **Design and delivery:**
  - risks affecting our ability to deliver the project to scope, on time and within budget
  - risks to the project delivery schedule such as the ongoing impacts of adverse weather, the global economic impacts of inflation, global supply chains and tight labour markets, and the ongoing uncertainty related to the COVID-19 pandemic
  - interface risks arising from the alignment of, and integration with, external works and their impact on the delivery of the airport. These external works include delivering the road, rail and utility networks, meeting the requirements of Commonwealth agencies, and liaising with local councils within the airport precinct.
- **Operations:** risks affecting our ability to operate the business.

The Audit and Risk Committee is an important component of our governance structure. This committee documents a risk management charter for each of the risk areas listed above and is responsible for assessing any new risks to the project.

We aim to manage and control all risks in order to minimise their impact. This approach allows us to analyse foreseeable risks and make appropriate decisions in relation to their management.

In managing our risks, we apply international best practice, as set out in AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines (ISO 31000): an internationally benchmarked standard.

The WSI Panel  
is “a chance to  
help build a better  
airport, which  
hopefully will  
make WSI a far  
better experience  
for all travellers.”

Stephen, WSI Panel member  
Illawarra

# 06

## Measuring our performance



We measure the business’s financial and non-financial performance on a continuous basis to track annual progress towards our organisational goals. We monitor business activities against performance metrics to ensure we are delivering on our strategic priorities.

At the end of every year, we map our performance reviews to these objectives to make sure we remain on target to deliver Western Sydney International Airport.

Performance outcome	Measure	Target	
		2023–24 target	2024–25 onwards
<b>Strategic safety management</b> Measures WSA’s success in cultivating and reinforcing a safety-first, prevention and protection mindset amongst employees, contractors and consultants	Total recordable injury frequency rate (TRIFR)	TRIFR <4.1* *Industry benchmark	As per the 2024–25 Corporate Plan
<b>Strategic people management</b> Measures agility, engaging leadership, talent focus and commitment to roles	Employee engagement score	Exceed benchmark as measured each year* *Benchmark is provided by Culture Amp, our engagement survey partner	As per the 2024–25 Corporate Plan
<b>Infrastructure and technology delivery</b> Measures the achievement of key delivery milestones established as per the Corporate Plan	Completion of key delivery milestones within the specified timeframes	Completion of delivery milestones for the financial year	As per the 2024–25 Corporate Plan
<b>Project environmental performance</b> Measures the effective execution of Construction Environmental Management Plans (CEMPs) throughout delivery phases of the airport.	Prevention of material harm to the environment	Nil Environmental Protection orders issued by the Airport Environment Officer	As per the 2024–25 Corporate Plan
<b>Commercial business development</b> Measures the achievement of key business and operational milestones established as per the Corporate Plan	Completion of key business and operational milestones within the specified timeframes	Completion of business and operational milestones for the financial year	As per the 2024–25 Corporate Plan
<b>Community engagement</b> Measures the extent of community engagement undertaken and subsequent awareness and support of Western Sydney International Airport	Community engagement index	Maintain the index at 65% or greater	As per the 2024–25 Corporate Plan
<b>Financial performance</b> Measure of actual expenditure relative to budgeted forecasts	Variance to budgeted forecasts	Expenditure within the approved budget	As per the 2024–25 Corporate Plan

The performance criteria in this Corporate Plan will be tracked internally and reported through the annual report process. WSI also monitors performance trends to ensure performance-related risks are identified in a timely manner and are addressed proactively. It is important to note that factors which are beyond WSI’s control may arise that impact achievement of the targets set out above. WSI will mitigate these situations wherever practicable and will assess the organisation’s performance criteria against external factors such as adverse weather, consequences of global supply chain disruption, the labour market and economic trends. Furthermore, it is expected that performance criteria will be refined and will evolve as WSI moves closer to operations in 2026.

The Corporate Plan has been prepared in accordance with the requirements of:

- section 95 (1) of the *PGPA Act 2013*.
- the PGPA Rule 2014.

The table details the requirements met by the WSI Corporate Plan and the page reference(s) for each requirement.

Requirement	Page(s)
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