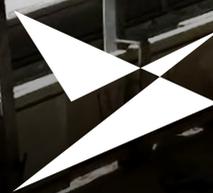


Western Sydney International
(Nancy-Bird Walton) Airport

Annual Report 2022-23



Western
Sydney
Airport



Acknowledgement of Country

We pay respect to the people of the Dharug nation, whose Country includes the land on which we are building Western Sydney International Airport.

We honour the strength and spirit of First Nations people, pay respect to their Elders, and acknowledge their enduring culture and continuing stories.

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Year in review

Key achievements

Earthworks

Successful completion of one of Australia's largest ever earthmoving projects, with over 27,000,000 m³ of earth moved as of 30 June 2023

Technology

Awarded contract to deliver passenger and aeronautical operational systems

Safety

Inaugural Safety Innovation Show highlighting workplace safety initiatives from organisations across Western Sydney

1.11

total recordable injury frequency rate, below the industry benchmark of less than 4.1

4,700+

job-years created



35% total workforce diversity

Commercial

Signed in-principle agreement with Australia's national carrier for 25,000 flights per year from WSI

Airport code

Confirmed WSI as the airport code to take the Western Sydney brand to the world

Environment

Nine per cent reduction in carbon footprint from building materials



32% of our workforce are learning workers

50%

of our workforce are local residents



78% employee engagement score

People

Participated in Women in Leadership Summit and Aviation Careers Forum for Women, to promote gender equity in our industry

First Nations engagement

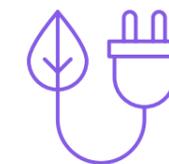
Launched Taking Off program to connect young First Nations people to careers in construction and aviation

Community engagement

Reached milestone of 40,000 visitors to the WSI Experience Centre

8,000+

school and career engagement program reach



100% solar power for landside site facilities

\$850.2 million

net cash invested in capital works expenditure for 2022-23 financial year

Chair's message

Paul O'Sullivan

"Although WSI will serve passengers from across Sydney, the people and businesses of Western Sydney will experience the greatest benefit"



I am pleased to present the annual report for WSA Co Limited (WSA), following a year of significant progress. The construction of Western Sydney International (Nancy-Bird Walton) Airport (WSI) continues to progress on budget and on time, and we remain committed to opening Sydney's new airport in late 2026.

Over the past year, the WSA team and our delivery partners have continued to achieve major milestones. In May, airport construction reached the halfway mark, with significant progress on building the integrated domestic and international terminal. Also developing at speed is the airfield infrastructure, including our 3.7-km high-tech runway and the installation of 3,000 aeronautical ground lights across the airfield.

With increased construction, the Board, the executive leadership, and the wider team have been unwavering in our commitment to the highest safety standards. Safety is the number one priority for WSA and our partners. Our Safety Innovation Show is a great example of how we are finding new ways to work with our partners to highlight the importance of safety, sharing insights as we deliver a safe airport precinct.

We have established strong relationships with communities across Western Sydney and we are grateful for the support of so many. Our Community Open Day saw 1,000 tickets sell out in less than 20 minutes, showing the high level of interest in the project. There have been over 40,000 visits to the WSI Experience Centre since it opened to the public in September 2019. Visitation at our Experience Centre continues to grow month on month, with a 95% satisfaction rating.

Momentum is also building for the transformation of the region. We're passionate about the socio-economic uplift the airport will deliver, and we're committed to working with communities through the Australian Government's airspace consultation.

Although WSI will serve passengers from across Sydney, the people and businesses of Western Sydney will experience the greatest benefit.

We want to ensure the new airport drives generational change by boosting local skills development beyond airport construction and for decades to come. As a result of the airport's catalytic effect, we expect significant growth across Western Sydney in sectors such as advanced manufacturing, professional services, research and development, technical services, and education and training. The new city of Bradfield promises to be a showcase of this effect.

We are connecting with institutions such as the CSIRO, the Australian Business and Community Network (ABCN) and local schools to highlight the career pathways the airport will offer.

The Qantas Group is the first to commit to operating from WSI, with 25,000 domestic flights a year. This agreement, which the Qantas leadership announced onsite in the presence of the Prime Minister, sends a powerful signal about the strength of WSI's offering for airlines and passengers.

WSI provisionally secured its 3-letter code 'WSI' from the International Air Transport Association. In a world first, this status was secured more than 3 years ahead of opening, reflecting the confidence the international airline industry peak body has in the progress of Sydney's new airport and its importance to Australia's aviation landscape.

In securing WSI, our new airport has joined the ranks of international airports with iconic codes, such as LAX, JFK and LHR. Importantly, this code is taking Western Sydney's evolving brand to a global stage.

We are in discussions with multiple Australian and overseas passenger airline and air cargo organisations, confident that the many strategic advantages afforded by our greenfield development and 24/7 operations will deliver new levels of value and experience.

While passenger aviation will be at the core of WSI, like many airports worldwide, we are focused on ensuring diversity in our revenue streams. Planning for our air cargo precinct has continued this year, and we look forward to our ongoing

engagement with Australian and overseas industry members. Together, we will refine the value proposition to create one of our nation's most significant air cargo hubs.

This year we released plans for the first stage of our business precinct for public consultation. The initial 20-hectare development will include a hotel, shops and conference centre to cater for the needs of this growing region. Business Precinct Stage One (BPSO) is expected to generate 400 jobs during construction and another 2,000 permanent jobs once the business precinct is fully occupied and operational.

We have achieved a great deal in the past year due to the success of everyone working together diligently and collaboratively to deliver Australia's new international gateway in Western Sydney. This includes our direct team, delivery partner, major works contractors, technology partners and departments of our shareholder ministers.

On behalf of the Board, I'd also like to acknowledge the hard work and dedication of the executive team, led by CEO Simon Hickey. Simon is leading the organisation through a particularly complex phase, as customer experience, planning for airport operations, infrastructure development and commercial strategy come together to create a new international airport.

On behalf of the Board of Directors, it is my pleasure to introduce WSA's 2022-23 Annual Report.

Paul O'Sullivan
Chair

CEO's message

Simon Hickey

"This airport will reshape our city, bringing jobs and opportunities to its cultural heartland in a way people living in this incredible region haven't experienced before. This will be an enduring, legacy-creating effect that will be felt by Western Sydney's communities for generations"



We have made great progress over the past 12 months as the development of WSI continues. On reaching the halfway milestone, I can say I am immensely proud to lead a team that is passionate and highly committed to delivering what will be a legacy project for Australia.

We are creating what will be a remarkable airport, bringing so many benefits to the nation, to Sydney and, most importantly, to Western Sydney. Since 2017, over \$400 million has been injected across 250 local businesses in Western Sydney. That's just the beginning.

We are now in the peak construction phase, with more than 3,200 people working on developing the airport. Half of our current workforce live in Western Sydney and around 30 per cent are 'learning' workers, including trainees, graduates, apprentices and workers involved in on-the-job training. It's exciting to think that their experience working to build WSI will create a skills legacy they can carry into their futures.

This year, we formed a partnership with Western Sydney University in which students from the School of Computer, Data and Mathematical Sciences are mentored by our own technology team and representatives from our partner, DXC Technology. We are also offering immersive traineeships for TAFE students to work on the project 4 days per week for a year to gain a complementary diploma qualification.

The safety of our people continues to be our highest priority. I am pleased with our performance across the project this year against ambitious safety standards. The team and I remain committed to ensuring our workplace culture is led by safety as we work with our contractors and stakeholders to drive innovation in this critically important space.

In line with this commitment, for our inaugural Safety Innovation Show, we partnered with 17 organisations working on the airport

and supporting infrastructure to demonstrate our shared commitment to continuous improvement in safety culture and outcomes.

Another important commitment is to our reconciliation journey and ensuring we contribute positively to the lives of First Nations people in Western Sydney. We are performing well against our First Nations employment and procurement targets during construction, and intend to work with local Aboriginal and Torres Strait Islander communities as we embrace the cultural and socio-economic potential of Australia's new global gateway.

Earthworks were completed in March 2023 and construction of the rest of the airport continues to power ahead. We are making substantial progress on the terminal, runway and landside packages, noting the challenges and complexities that still lie ahead.

As the infrastructure takes shape, this year we have broadened our focus to include the important technology that will facilitate the fantastic experience WSI will offer our passenger, airline and air cargo customers. We have chosen technology specialist Amadeus as our partner to deliver secure operations and passenger systems. Amadeus has more than 30 years of experience in the aviation industry developing and delivering best-in-class software and hardware solutions across airports and airlines.

Speaking of customers, signing an in-principle agreement with the Qantas Group was one of the most significant moments in WSI's development to date. From the airport's opening, up to 15 Qantas and Jetstar aircraft will fly to a range of Australian capital cities and leisure destinations. Importantly, this will require 700 new jobs at the airport, and Qantas has made a welcome commitment to recruit locally.

This is a significant domestic network that provides excellent connectivity for the international deals we will now focus on, broadening what is an increasingly exciting proposition

for everyone who lives in Sydney and loves to fly. There's not too much longer to wait. WSI remains on track to open in late 2026.

While the infrastructure is important and the customer experience fundamental, for me, what is most compelling about WSI is the tangible and meaningful positive socio-economic impact it will deliver to communities across Western Sydney. This airport will reshape our city, bringing jobs and opportunities to its cultural heartland in a way people living in this incredible region haven't experienced before. This will be an enduring, legacy-creating effect that will be felt by Western Sydney's communities for generations.

We continue to engage actively with the residents and businesses that make up those communities and are humbled and encouraged by the enthusiasm and support that exists for the airport. We understand that the project must continue to deliver on its promise of creating jobs and opportunities for Western Sydney communities – something every member of our team is committed to.

Simon Hickey
Chief Executive Officer



Our purpose, vision and values

Purpose

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

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

Vision

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

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

Core values



Safety

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



Integrity

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



Inclusion

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



Pioneering

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



Courage

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



Passion

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

Building the infrastructure

01

"We are developing an integrated airport precinct that will eventually grow to be one of the biggest in Australia"



An impression of WSI when it opens in 2026.

Building a new international airport for Sydney is more than simply constructing the terminal, airfield and ground transport infrastructure. We are developing an integrated airport precinct that will eventually grow to be one of the biggest in Australia.

The WSI development includes more than core aviation infrastructure. It is also an air cargo precinct, interfaces with the M12 Motorway and Sydney Metro-Western Sydney Airport rail line and our onsite business park.

Building the infrastructure is just one part of bringing an airport to life – one that is creating thousands of jobs and generating many millions of dollars in local investment.

Health, safety and wellbeing

Safety is at the core of everything we do as we continue building one of the largest infrastructure projects in our nation, particularly as we have entered the peak construction phase across the airport site.

In the 2022-23 financial year, WSA again recorded strong results across a range of

safety indicators. This included ongoing strong engagement with all levels of the project workforce on health and safety matters, proactively identifying hazards and implementing innovative solutions to help ensure the safety and wellbeing of the wider project team.

In the past financial year, more than 3.6 million hours of work were undertaken across the project. This included completing bulk earthworks, the initial main works package. Significant progress was also achieved on the construction of the terminal and speciality systems works. We commenced construction activities for the airside civil and pavements package, as well as the landside civil and buildings package and the master systems integrator contract.

In addition to safely managing increased activity at the interfaces between these packages, we achieved a project-wide year-end total recordable injury frequency rate (TRIFR) of 1.11 against a benchmark of < 4.1.

While this is a strong result, we know that the complexity

and pace of construction will continue to increase over the next 12 months, with the project workforce expected to peak at 3,500 workers in the 2023-24 financial year. For this reason, we will continue to engage with all our stakeholders, particularly our principal contractors, to ensure every person across the entire project remains focused on critical risks and maintaining the highest levels of safety performance.

In addition to achieving strong lead and lag indicator performance, the company undertook its first project-wide safety culture survey during the 2022-23 financial year. The survey was open to all contractors working on the airport construction site and aimed to assess the maturity and alignment of the safety culture. The survey returned a positive overall rating of 4.5 on a scale of 1 to 5.

In another first, WSA staged its inaugural Safety Innovation Show in April 2023. The event had over 350 attendees and brought together WSA's major contractors, representatives from adjacent projects, utility providers, emergency services and safety regulators to successfully showcase the transformational approach to work safety taken by so many organisations across Western Sydney.

Environment

Over the past 12 months, our focus for environmental management

"Bulk earthworks were completed in early 2023, with major achievements including the completion of a site-wide drainage system"

has been on sharing knowledge and continuing improvement to deliver the best outcome for our people, the local community and the environment.

As we commenced new main works packages, we took care to embed the lessons and successes of the bulk earthworks package. Bulk earthworks were completed in early 2023, with major achievements including the completion of a site-wide drainage system and 2 basins that are now operational and stabilised with vegetation.

Our commitment to continuous improvement is demonstrated by the quarterly reviews of environmental performance we have been undertaking in conjunction with Sydney Metro. These assess whether the concurrent projects are leading to any cumulative impacts on the surrounding environment.

WSA's strong environmental management performance means it continues to meet its objectives and targets. We are proud to have maintained our record of no



Recovery and documentation of over

38,000

First Nations artefacts from 131 archaeological sites



Donation of

130

nest boxes to wildlife rescue organisation WIRES for fauna rehabilitation and release

major environmental incidents for another financial year. We have commissioned several independent environmental audits across all main works packages with no major adverse findings. Any areas for improvement identified in these audits were addressed promptly by our contractors, and we are continually working to improve our management systems.

In the 2022-23 financial year, we made the fourth revision to our Construction Environmental Management Plans and updated the construction-phase Sustainability Plan, the Community and Stakeholder Engagement Plan and the Construction Plan. These plans are all available on our website. They reflect the changing nature of the site and how we manage this environment.

As the works to build the key infrastructure continue, our main works contractors are committed to effective resource use, including sourcing non-potable water and recycling high-quality materials from other major Sydney projects.

Completion of the bulk earthworks contract coincided with a number of important achievements, such as:

- completion of all remediation works required under the Remediation Action Plan, including remediation of over 700,000 m³ of material containing asbestos
- recovery and documentation of over 38,000 First Nations artefacts from 131 archaeological sites

- a 9% reduction in carbon footprint from building materials
- donation of 130 nest boxes to wildlife rescue organisation WIRES for fauna rehabilitation and release
- successful management of surface water following a third La Niña year, in which annual rainfall for 2022 was 1,721 mm, nearly 3 times the 676.4 mm average.

Documenting First Nations artefacts recovered from the site provides a greater understanding of the history of the site the airport now occupies. We have been engaging with First Nations people in the local area to document the rich oral history, which will inform the planning of key environmental areas onsite.

WSA is the custodian of over 117 hectares of conservation land on the airport site. We are committed to maintaining the First Nations' cultural legacy in the area and the rich biodiversity of the Cumberland Plain Woodland. These considerations are embedded in our operational strategies, such as Environmental Conservation Zones (ECZs) and our rehabilitation and enhancement strategies.

Planning for the Willowdene ECZ has commenced with a tree-planting trial. This will inform future rehabilitation works and our understanding of how plant size, irrigation and delivery of nutrients impact the growth of selected species. Considerations for selection included indigeneity to the Cumberland Plains Woodland and connections to First Nations cultural practices.



Progress was made on the passenger terminal.

"At this point, the design of the initial stage of the airport (accommodating 10 million passengers) is near completion"

We recognise the importance of minimising WSI's impact on the natural environment during construction and beyond as we transition into operations. We also want to acknowledge and celebrate the cultural significance of the site for First Nations people, and their continued connection with the region.

Design and construction

The 2022–23 financial year saw the project pass the important milestone of 50% completion – a significant achievement, given the size and complexity of the work required to deliver a new greenfield international airport. In addition, significant progress has been made in relation to the supporting interface infrastructure – notably, the Sydney Metro–Western Sydney Airport rail line and M12 Motorway – that is also required for the overall success of the airport.

During the year, we successfully completed the first of our main works packages, bulk earthworks. This package, in combination with the early earthworks package, resulted in over 27 million m³ of earth being moved to establish the site levels for the initial stage and future development of the airport. At its peak, there were approximately 220 earthmoving machines onsite, making this phase alone one of the largest ever earthmoving projects in Australia.

At this point, the design of the initial stage of the airport (accommodating 10 million

passengers) is near completion. This includes the airside package, comprising the runway, taxiway and associated airfield infrastructure; the passenger terminal; fuel farm infrastructure and site-wide utilities; and the landside infrastructure, comprising the internal ground transport road network, car parks and associated infrastructure. The design incorporates principles relating to the environment, sustainability and accessibility, as well as overall asset optimisation, operational efficiency and an exceptional customer experience.

Other notable achievements in the 2022–23 financial year are:

- significant progress on the construction of the terminal, including commencing installation of the roof structure and baggage handling system
- commencing permanent paving and concrete placement for the runway
- commencing construction of the aviation fuel farm, including completing foundations for fuel tanks
- completing upgrades to Adams and Anton roads to support surrounding community infrastructure
- commencing construction of the bridge over the Sydney Metro business park station to connect to the ground transport infrastructure



Significant progress made on the construction of the terminal, including commencing installation of the baggage handling system



Commencing construction of the aviation fuel farm, including completing foundations for fuel tanks



Progress was made on the runway, taxiways and airfield infrastructure.

- signing a negotiated connection contract with Endeavour Energy and commencing permanent substation works
- signing a Master Developer Agreement with NBN Co to provide technology connectivity to the site, notably high-speed broadband to serve travellers and the local business community.

During the year, the Australian Government committed funding to support the delivery of Commonwealth border agency facilities necessary for airport operations. We continue to work closely with the Australian Government to provide a welcoming, efficient experience for passengers entering and leaving the country, while maintaining the security of this nationally significant asset.

Managing the design and construction of interfaces is imperative to bring the airport to completion. During the 2022–23 financial year, we helped coordinate and integrate

design across the WSI, M12 and Sydney Metro projects and facilitated access for all contractors during construction.

We continue to maintain progress against the overall project schedule in keen anticipation of the opening of this new airport in 2026.

Technology

Technology is vital to the successful operation of the airport. We are now entering a critical phase of the design and implementation of our major technology assets. Our goal is to be considered Australia's most technologically advanced airport, providing our customers with a digitally enabled experience in a place of connection.

We have selected key partners for our technology delivery program. Adding to our master systems integrator, DXC Technology, in March 2023, we selected airport technology specialist Amadeus to implement its suite of passenger facilitation and aeronautical operational systems.

Combined with the airport's physical infrastructure, these technological systems will provide a seamless operating environment that will set WSI apart from every other airport in Australia.

Other critical systems are advancing quickly, so we will have fast connectivity and information management from the first day of operations, ensuring efficiency and a seamless customer experience.

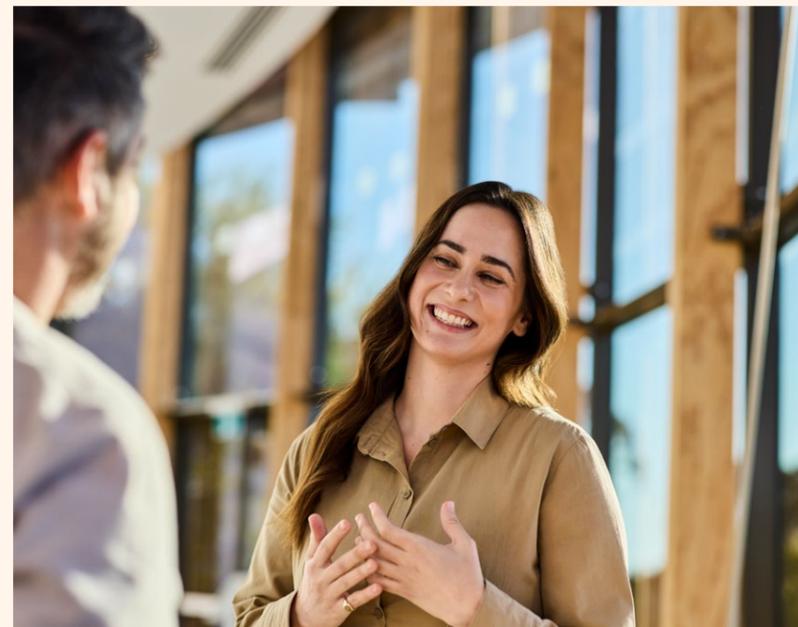
Technology-testing environments have now been established to test our technological assets, including their interoperability and all aspects of cybersecurity. We have a clear focus on cybersecurity and technology resilience to support safe and continuous airport operations.

Our technology team will work to identify ways we can further expand our technological capabilities to ensure we continue to deliver superior service to customers from day one of operations and beyond.

Building the business



02



“We have connected with over 50,000 customers in the past year through WSI’s customer panel and the ‘Your WSI’ subscriber program. Our active engagement has provided us with valuable insight into what really matters to our customers”

As a new airport, WSI will transform aviation in the Sydney basin and across Australia. Employing the latest airport technology, it will make flying a fast and seamless experience for travellers, while ensuring efficient and reliable services for our airlines and other customers.

With the airport scheduled to open in 2026, we are increasing our focus on the commercial realities of a thriving airport business that brings together a multitude of customers, from passengers to airlines, cargo partners and retailers.

We are in the process of delivering a customer-centric, world-leading airport business that is accessible to all customers, while generating social and economic prosperity for the Western Sydney community and beyond.

Our customers

In the 2022-23 financial year, we have continued to focus on building a business anchored in the needs of our customers and the opportunity to connect the world to Sydney’s cultural heartland. In March 2023, we provisionally secured our

3-letter airport code, WSI, more than 3 years ahead of opening. When airport operations commence in 2026, this code will become synonymous with Western Sydney worldwide.

As Australia’s newest international airport, we’re taking advantage of our unique greenfield opportunity to build a city-shaping airport and create a business that fundamentally embeds sustainability in its operations. In the past year, we have progressed plans to deliver a world-class customer experience that will set WSI apart for our passengers, airlines and air cargo customers, as well as our property and retail tenants. We are building a modern and technologically enabled business that will deliver sustainable commercial outcomes and stimulate broader activity across Western Sydney – the fastest-growing population centre in Australia.

We have connected with over 50,000 customers in the past year through WSI’s customer panel and the ‘Your WSI’ subscriber program. Our active engagement has provided us with valuable insight into what really matters

to our customers: simple, safe and seamless travel. We aim to provide this for the almost 3 million people in WSI’s catchment.

In recognition of the culture and diversity of the region we call home, in 2022-23 we partnered with Balarinji, an Indigenous design and strategy studio, to develop First Nations cultural design principles that will help link the customer experience to an authentic connection to the site’s First Nations heritage. We are focused on creating a customer journey that is welcoming and inclusive for all travellers arriving at or departing from WSI.

Engagement with domestic and international airline customers has significantly ramped up over the past 12 months. This reflects the transformational impact the airport will have by overcoming capacity constraints in the Sydney basin. In June, we signed our in-principle agreement with Australia’s national carrier, ensuring we will have a strong domestic network from day one, with 25,000 Qantas and Jetstar flights transporting around 4 million passengers each year to capital cities and leisure

destinations across Australia. This significant domestic network is just the beginning. Throughout 2022–23, we continued discussions with more than 60 international and domestic airlines. This demonstrates that the industry recognises the value of a new gateway to Australia and the opportunities that technology and modern design will unlock for efficient operations.

In 2022–23, we also progressed plans to deliver WSI’s integrated cargo precinct. This is a critical piece in the national aviation infrastructure network that will bolster Australia’s supply chain resilience and increase the efficiency of cargo and logistics operations across the industry. Our 24/7 operations and proximity to distribution hubs are particularly attractive to cargo operators looking to efficiently transport cargo around the country and worldwide.

This financial year, we also progressed plans to deliver the first piece of our 200-hectare property portfolio, the first stage of our on-airport business park precinct, BPSO. This covers more than 13 hectares, with plans for a 10-storey hotel, gym, café, conference facility and industrial space, as well as expected demand for shops, services, accommodation and offices. The preliminary draft of the major development plan for BPSO was released for public consultation in April 2023. Given the region’s greenfield origins, our business park will deliver key services, amenities, accommodation and commercial facilities to the construction workforce responsible for related road and rail infrastructure projects and the broader Aerotropolis.

The growth opportunities WSI will offer are also being recognised by potential retail partners. In February 2023, we released a

"We also progressed plans to deliver the first piece of our 200-hectare property portfolio"

retail registration of interest (ROI) and fielded strong interest from a number of global operators. The retail offering is expected to cover duty-free, in-terminal retail services, airport lounges and advertising opportunities. Establishing the right retail mix for the terminal will be crucial in creating the best possible experience for passengers, visitors and employees. Retail is a key driver of economic activity and job generation in the community, and the ROI has provided a foundation for engaging operators who will showcase the best of what Australia and Western Sydney have to offer.



Artist impression of the hotel entrance at the Business Precinct Stage One.



Our on-airport business park precinct will cover more than 13 hectares, with plans for a 10-storey hotel, gym, café, conference facility, as well as expected demand for shops, services and offices



Throughout 2022–23, we continued discussions with more than 60 international and domestic airlines

Our achievements in 2022–23 have meant that we are several steps closer to delivering a business that will support a thriving airport precinct in the heart of Western Sydney – a business that champions the needs of customers and celebrates the strength and diversity of our community.

Operations

We are building the operations function of the airport for our anticipated opening in 2026. In preparation for this milestone, we are working to bring together the physical infrastructure, technology, processes and people necessary for a functioning airport. A broad operations delivery program (ODP) has been established to capture the key deliverables to be achieved before day one of operations, such as workforce planning and procurement of related services for an entirely new airport.

In the 2022–23 financial year, we commenced the workforce planning activities necessary to begin recruiting for various operational roles. This work will continue until opening, allowing WSA to complete skills and experience assessments, conduct a detailed training needs analysis and deliver the required training programs.

Stakeholder engagement and compliance remain key focus areas, as they are critical to ensuring the airport opens on schedule. They involve developing comprehensive operational documentation and conducting a significant program of activities to engage with a range of stakeholders prior to opening. Over the past 12 months, we have made significant progress in developing some of the key compliance documents required

to achieve airport certification. We continue to engage with regulators, including the Cyber and Infrastructure Security Centre and Civil Aviation Safety Authority, and operating agencies, such as Airservices Australia and Australian Border Force. We have established committees for airport security and emergencies, which meet regularly.

The Operational Readiness, Activation and Transition (ORAT) program is part of the ODP. It involves testing the airport, its technology and its processes for reliability and safety, and allows our team and service providers to become familiar with them so everything runs smoothly and safely for our customers and the community from the first day. ORAT uses a partnership approach that involves WSA, airlines, commercial partners, suppliers, regulators and federal government agencies working together to ensure the airport is ready for the start of operations in 2026.

We have also continued planning to deliver utilities and aviation fuel sustainably and efficiently at the airport. We have further developed our utility strategies to incorporate compliance obligations together with our sustainability aspirations. We completed a market-sounding process for the energy infrastructure at WSI during the 2022–23 financial year, and our terminal contractor has been engaged to build the fuel storage assets. WSA continues to assess the commercial and operational benefits of outsourcing the operation and maintenance of the onsite fuel facilities.

At the completion of the 2022–23 financial year, we remain on schedule to commence operations at WSI in 2026.

Building your future

03

"WSI is one of Australia's most significant nation-building initiatives. Already it is delivering thousands of direct jobs during the construction phase, with many more direct and indirect jobs to come"

As Sydney's new global gateway and a once-in-a-generation catalyst for job creation and investment across the region, WSI is one of Australia's most significant nation-building initiatives. Already it is delivering thousands of direct jobs during the construction phase, with many more direct and indirect jobs to come as the flow-on economic benefits are realised across the region.

The airport is part of a broader vision for Western Sydney and beyond. It is a vision in which the airport is constructed and operated in a way that is sustainable, socially responsible and considers the interests of the people who live here as it creates new jobs and business opportunities.

Sustainability

WSI is in its peak construction phase and we are applying rigorous sustainability standards across all areas of planning and construction. We see these standards as starting points that

we strive to exceed in partnership with our delivery partner and major construction contractors.

Sustainability was a consideration when awarding the 5 main works contracts of bulk earthworks, terminal, airside, landside and technology. This focus has been maintained throughout the 2022–23 financial year in the finalisation of designs, the construction of physical assets on the site and the establishment of key airport systems. Sustainability management during construction involves site visits, knowledge-sharing, audits, data collection and regular reporting.

The airport's operational Sustainability Strategy is in development and will be released prior to the start of operations. We understand the importance of WSI having a leading approach to sustainability. Mindful of the expectations of the community and our customers, we will ensure our strategy considers a range of sustainability priority areas.



WSI is in its peak construction phase

WSA recorded a number of significant achievements in the 2022-23 financial year:

- All major works packages were successfully registered for Infrastructure Sustainability Council (ISC) Design and As-Built ratings and Green Star ratings through the Green Building Council of Australia, where eligible.
- The bulk earthworks package was assessed for an ISC Design and As-Built rating, and final verification and certification is due in the 2023-24 financial year.

- We completed the airside package obligations for sustainability in design for an ISC Design and As-Built rating.
- We completed the landside package submission for 3 separate Green Star Design and As-Built design reviews. We are also in the process of finalising the landside package obligations for sustainability in design and progressing towards submission for an ISC Design and As-Built rating.
- We completed the submission for the terminal package for the Green Star Design and

- As-Built Round 1 design review. We are also preparing subsequent submissions for the fuel farm for Green Star and ISC Design and As-Built ratings.
- We completed market sounding for renewable energy supply and management as part of our carbon and energy strategy.

In the 2022-23 financial year, WSA exceeded many of the specific requirements of our construction phase sustainability targets.



Western Sydney University students participate in an inaugural research program.



We completed market sounding for renewable energy supply



The bulk earthworks package has been assessed for an ISC Design and As-Built rating

Sustainability Plan performance

Measure	Target	Actual
Water use from non-potable sources, reclaimed or recycled wastewater or harvested water	33%	86%
Percentage of inert or non-hazardous waste diverted from landfill for recycling or re-use	80%	94%
Percentage of the construction phase workforce locally employed	30%	50%
Percentage of overall workforce diversity, including First Nations workforce (during construction), women in non-traditional roles, women in leadership positions, socially and economically disadvantaged people, and people with disability	10%	35% (including 2.67% First Nations employees)
Number of priority community health and wellbeing issues identified and measures implemented to positively contribute to:	1	4
<ul style="list-style-type: none"> • local and disadvantaged employment • community connection • education and creating opportunities • enhancing the local environment 		
Sustainability innovations implemented:	3	3
<ul style="list-style-type: none"> • Multiplex Jump Start and Connectivity Centre (community benefit) • landside site facilities powered by 100% solar power (renewable energy) • use of online ISupply Directory to identify sustainable local supply chain partners (sustainable procurement) 		

Social impact

In line with WSI's purpose, our social impact program is about accelerating WSI's socio-economic uplift and ensuring communities across Western Sydney experience its benefits well before the first plane even lands.

Our approach to social impact focuses on 6 areas: First Nations people, women in Western Sydney, communities across Western Sydney, young people, culturally and linguistically diverse (CALD) communities, and WSI team members.

First Nations engagement

Western Sydney is home to Australia's largest urban

population of First Nations people, and we are embracing the opportunity this presents to create meaningful, long-lasting programs during construction and airport operations. Our Reconciliation Action Plan (RAP) recognises the importance of respect, opportunities and relationships with First Nations people in celebrating culture, educating our staff and connecting with communities across Western Sydney.

In 2022-23, we delivered a range of initiatives to celebrate First Nations culture and communities including:

- launching the First Nations Taking Off program, to foster

"Western Sydney is home to the largest urban population of First Nations people"

connections between young First Nations people, highlight job opportunities and identify the skills required to succeed in construction and aviation

- supporting the COOEE Festival in Mt Druitt, sharing our airport story, increasing awareness of job opportunities and co-creating an art piece that was later gifted to an attendee

- developing and implementing e-learning modules and conducting cultural immersion events for the executive team, employees and the public to enhance First Nations cultural awareness
- creating a yarnning circle at the WSI Experience Centre to provide a place for connection that honours First Nations culture
- hosting National Reconciliation Week events for staff and the public, including installing a large artwork on the runway site to honour the reconciliation journey
- participating in First Nations cultural events with Holy Family and Luddenham primary schools, including the design of an artwork that was then displayed on a crane at the passenger terminal site.

Women in Western Sydney

At WSA, we believe in supporting women and girls to overcome barriers in order to achieve their career goals, particularly in science, technology, engineering and mathematics (STEM) roles. We have continued to partner with organisations that focus on empowering women across Western Sydney, such as Western Sydney Women, and support programs such as The Future is Bright, Ladies Who Lead in Aviation, Western Sydney Women Job Summit and Future of Women Summit.

Through our participation in the Western Sydney Women's STEM Awards, we have been able to mentor and help raise the profile of women in the community and the industry.

We also continue to celebrate diversity and inclusion. This year,

WSA participated in several initiatives, including International Women's Day, the Women in Leadership Summit, the Aviation Careers Forum for Women and the 'Dress for Success' clothing drive.

Western Sydney communities

As the catalyst for growth and transformation in Western Sydney, the airport is helping to unlock new opportunities and connections across the region. We are seeing an uplift in industry presence, job creation and investment by local and state governments to connect Sydney's new airport via transport links. Recognising the potential to create significant socio-economic benefits for the community, WSA is committed to ensuring that the entire region enjoys these benefits.

To help achieve this, we participated in 30 local events over the past financial year, engaging with community members at events such as the Hawkesbury Show, Camden Show, Blacktown City Show, Luddenham Show, St Marys Spring Festival, and Lunar New Year and Moon Festival to promote the opportunities and benefits the airport will bring. We also continued to work in partnership with agencies dedicated to supporting the region, including the Western Sydney Community Forum, Settlement Services International (SSI) and local councils.

Youth engagement

We have taken a future-focused approach to equip young people with information and job-ready skills so they are prepared for the opportunities the airport will generate across the region. We have prioritised participation in career information sessions and expos, conducted mock



Our Reconciliation Action Plan (RAP) recognises the importance of respect, opportunities and relationships with First Nations people



We participated in 30 local events over the past financial year, engaging with community members at events such as the Hawkesbury Show



A smoking ceremony was held at the learning circle at our Experience Centre.

interviews and site tours, and facilitated presentations by industry experts and interactions with the major construction contractors building the airport.

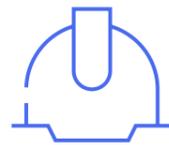
In the 2022-23 financial year, we connected with over 8,200 young people and 80 schools through our youth programs.

Key initiatives included:

- the WSI Ideas Fest program to inspire and motivate young people to pursue careers in STEM fields
- a partnership with CSIRO to provide Generation STEM programs, which have so far helped over 450 young people develop their STEM skills and knowledge
- a partnership with the Royal Aeronautical Society to deliver the Kids Engineering program to provide young people with the opportunity to explore the world of aeronautics and engineering through practical tasks, such as designing and building their own aircraft
- a partnership with TAFE NSW offering excursions to our WSI Experience Centre for 36 YES program aviation students, providing them a better understanding of the different careers in the aviation industry
- a collaboration with Multiplex to support young women in the Jump Start program with a workshop on resume writing, interview techniques and the job application process



Over 1,000 visitors came to the WSI Open Day.



We conducted more than

180

tours to share the progress of the airport's construction



We welcomed more than

24,000

visitors through the doors of our Experience Centre

- mentoring students from schools in low socio-economic areas across Western Sydney through our partnerships with the ABCN and the Department of Education Regional Industry Education Program.

CALD communities

With around 40% of residents in Western Sydney born overseas and 45% speaking a language other than English, the region is home to one of the most diverse communities in the country. Our involvement with SSI's Welcome Program enables us to support newly arrived refugees and migrants. This year, we welcomed 40 refugees and migrants to the airport, where they learnt about the career paths available to them during and after its construction.

WSA also supported the annual Fairfield Emerging Communities Action Partnership (FECAP) Pathways to Employment Expo. FECAP is a collaboration between government and non-government service providers, and the expo attracts over 550 jobseekers.

Our employees

Our employee volunteering and mentoring program ensures that our staff work with people from diverse backgrounds and hear firsthand the perspectives and concerns of our local community. Our partnership with the ABCN and engagement with local schools and other community organisations contribute to a positive workplace culture and a workforce that is connected to the local community.

Community and stakeholder engagement

We continue to welcome visitors to the WSI Experience Centre, where we showcase our region and plans for WSI, and provide an opportunity for the public



The Qantas Group announced it will operate domestic flights from WSI.

to witness the construction of the new airport firsthand.

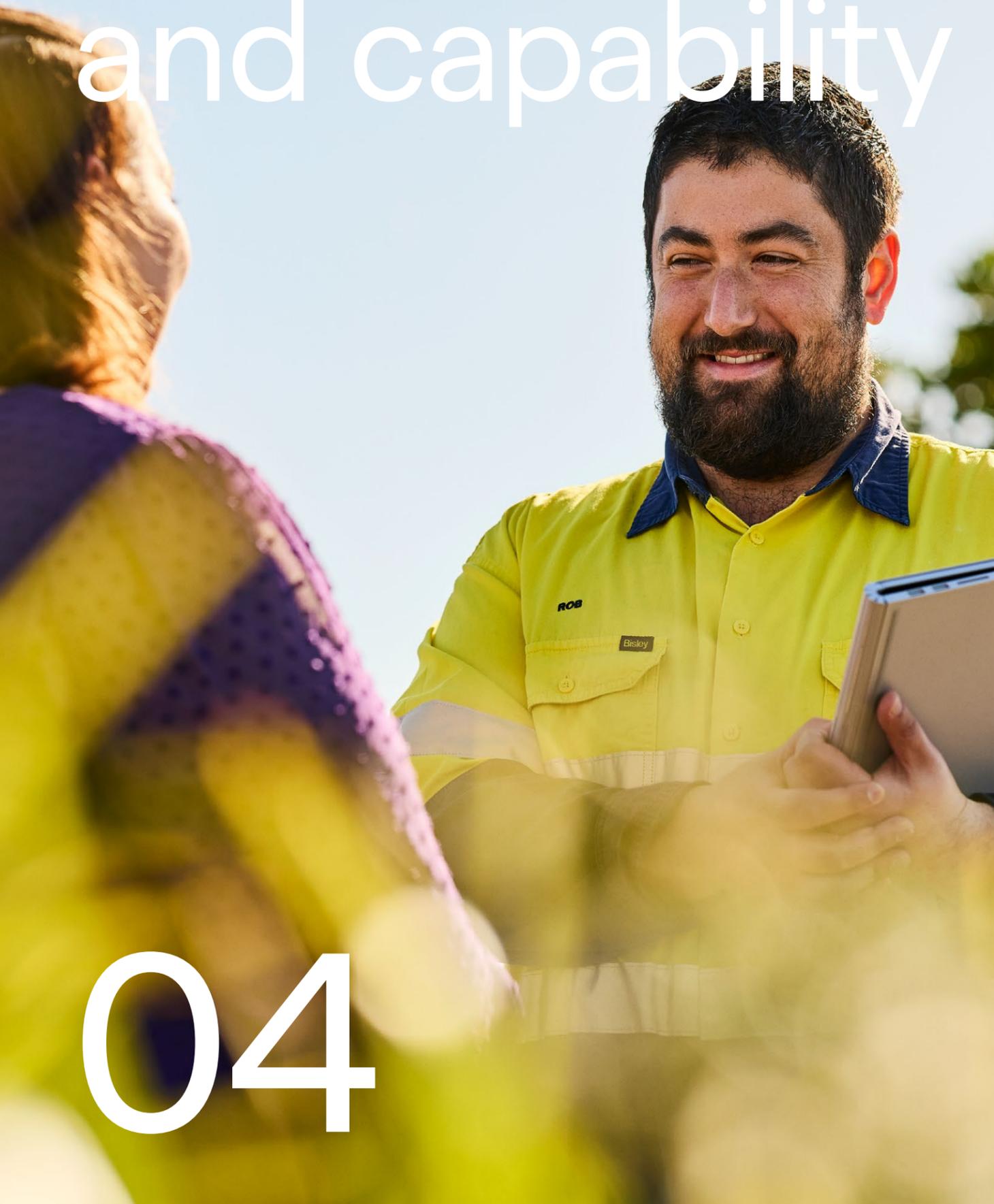
The WSI Experience Centre continues to be in high demand, with over 1,000 bookings from schools, business groups and Western Sydney locals. With 3 consecutive record-breaking months and a 95% satisfaction rating, the centre welcomed more than 24,000 visitors through its doors in the 2022-23 financial year and has had over 45,000 visitors since opening in 2019.

Our Open Day this year saw over 1,000 visitors enjoy a close-up experience of construction progress and the opportunity to interact with our team, contractors and the partner agencies tasked with developing the airport and surrounding region.

Engaging and communicating with residents, businesses and communities around the airport continues to be integral to WSI's development. In the past 12 months, we have facilitated over 900 community and stakeholder presentations and conducted more than 180 tours to share the progress of the airport's construction. Two community information sessions attended by 350 local residents and representatives from other agencies offered a chance to discuss the project and construction progress.

Our people and capability

04



"As the opening date for the airport approaches, we are increasing our focus on building the business component of our operations"



WSI was presented to international airlines at the Routes World conference in Las Vegas.

We continue to focus on creating employment opportunities and socio-economic uplift for the people of Western Sydney, with the project providing a catalyst for employment, investment and growth in the region, now and in the years ahead.

As our organisation has matured, attracting, enhancing and retaining talent has been critical to the ongoing success of the project, particularly now, in the peak construction phase. We have commenced scoping activities for additional works to deliver Commonwealth border agency facilities, which ultimately demonstrates the confidence and trust we have in our people to deliver this critical national infrastructure project. Through it all, we have continued to review our workforce plan and talent

acquisition approach to ensure our current and future capabilities align with our strategic priorities.

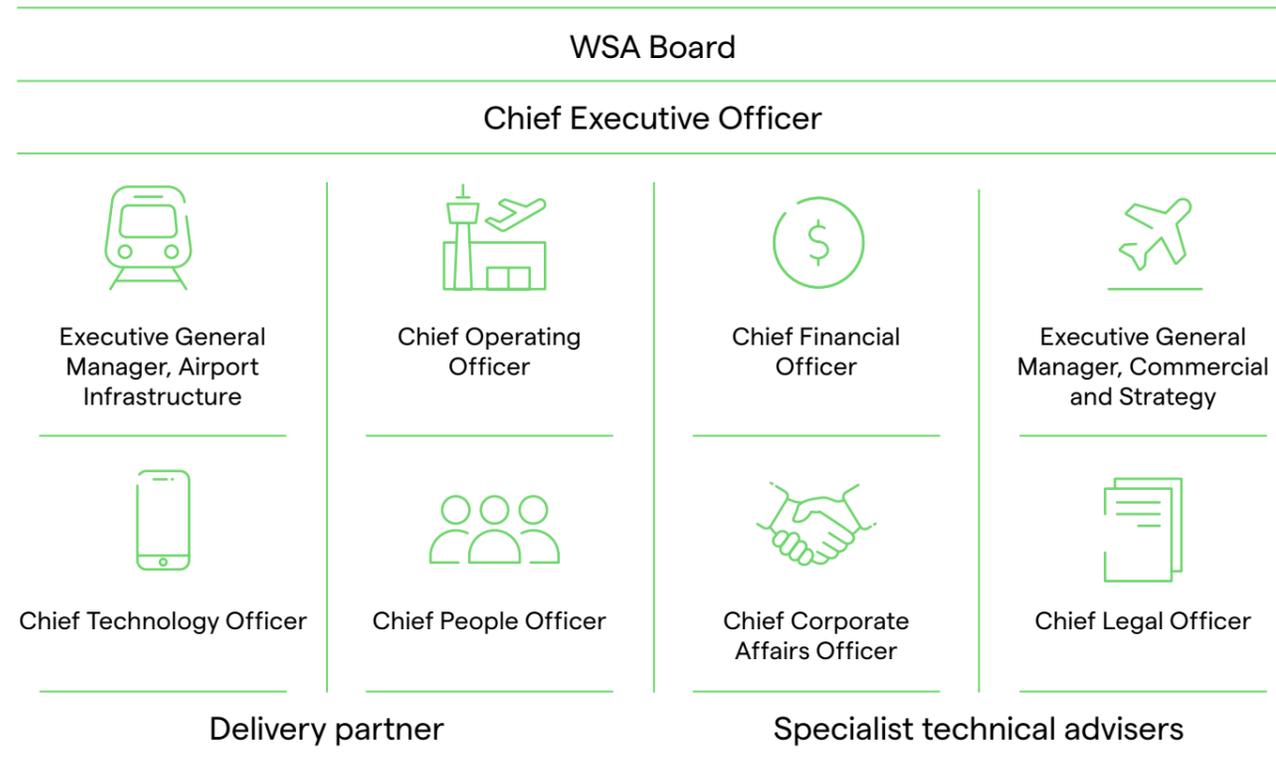
As the opening date for the airport approaches, we are increasing our focus on building the business component of our operations. Our commercial road map sees us now expanding our expertise by ensuring we have the resources to transition to a fully operational airport and all that entails.

We have begun planning for this new workforce, with recruitment in operational areas to be staged in the lead-up to the airport opening in 2026, to allow time to source suitable people and deliver training programs.

Our people and capability

Organisation structure

Led by our Board and senior executive, WSA has developed an experienced and extremely capable team that has embraced the guiding principle of being 'empowered to deliver'.



Workforce and job creation

WSI will continue to be a major catalyst for growth and development in the region. One of our key objectives is to establish WSA as a major employer in Western Sydney and an employer of choice by continuing to provide a safe, engaging, productive and flexible work environment.

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

- encouraging diversity within our workforce, including providing opportunities for women in non-traditional roles, women in leadership, socially and economically disadvantaged people, and people with disability

- creating opportunities for a First Nations workforce, First Nations suppliers and learning workers through pre-employment programs, traineeships, apprenticeships and employing workers who are training to upgrade their qualifications and skills
- collaborating with the education sector, including TAFE, universities and registered training organisations
- encouraging local employment through our pre-employment and school-based programs that target the Western Sydney region
- using local suppliers and employing local people.

We are committed to being a catalyst for the creation of thousands of new jobs in the region. As of 30 June 2023:

- 4,765 job-years¹ have been created since project inception
- 32% of the project workforce are learning workers
- 50% of the project workforce are local workers
- total workforce diversity is 35%, including 2.67% First Nations people.

Our workforce targets are clearly defined and we have developed tailored programs to meet them. The programs are also designed to positively influence employee engagement and community sentiment.

¹A 'job-year' represents one full-time job supported for a full year. For example, one job-year is one full-time job for 12 months or 2 full-time jobs for 6 months.

Workforce targets and progress

Category	Target	Progress (as of 30 June 2023)	Highlights
Learning workers	20% by 2025 (including trainees, apprentices and workers who are training to upgrade their qualifications and skills)	32%	<ul style="list-style-type: none"> Delivered programs under our Higher Education Strategy and employee development initiatives that helped us exceed our learning workers target Collaborated with CSIRO to provide internships for 2 university undergraduates to gain workplace skills for a potential STEM career Appointed 3 trainees from the Western Sydney region in the 2022-23 financial year as part of our one-year traineeship program in partnership with TAFE NSW Created an early careers network with our delivery partner Bechtel to support young professionals working on the project Partnered with DXC Technology and Western Sydney University to establish a 14-week capstone project for 3 university students 26 employees participated in 4 different mentoring programs across 4 schools through our partnerships with ABCN and broader youth engagement programs Participated in numerous higher education programs, such as the Western Sydney Graduate Recruitment Accelerator, to help students prepare for future employment Launched a 3-day frontline leader development program for 29 leaders across the business, with a focus on instilling a high-performance culture Conducted numerous Respect@Work and leadership shadow workshops as part of our commitment to creating a safe, inclusive and respectful workplace Continued our partnership with the Australian Institute of Management to provide flexible and tailored learning options to employees through our Learning Academy Continued development of our Mental Health Management Plan, including providing nationally accredited training for 7 employees as Mental Health First Aiders
Local employment	30% during construction from the Western Sydney catchment, including Western Sydney City Deal local government areas (Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly) as well as Parramatta, Auburn, Bankstown, Blacktown, Holroyd and the Hills District	50%	<ul style="list-style-type: none"> Exceeded our commitment to source 30% of our project workforce from local talent Implemented our Recruitment Process Outsourcing Model and launched a new careers website to showcase career opportunities at WSA Led a quarterly forum, the Local Jobs and Skills Taskforce, to build workforce capability and capacity to meet airport project requirements from construction through to operation Engaged employees in our social impact strategy through volunteering at community engagement events across Western Sydney, including with CALD communities
Diversity²	10% by 2025 ³ (covering First Nations Australians, women in non-traditional roles, women in leadership positions, economically and socially disadvantaged people, and people with disability)	35% (of which 2.67% are First Nations employees)	<ul style="list-style-type: none"> Exceeded our diversity target through our commitment to a diverse workforce Supported and championed diversity and inclusion events across the organisation under WSA's Diversity and Inclusion (D&I) strategy with our D&I committee Joined Diversity Council Australia as a member organisation to support our leadership and achievement of best-practice diversity and inclusion initiatives Committed to ensuring that a minimum of 2.4% of the people engaged throughout airport construction are First Nations Australians, and are exceeding our target Continued to deliver on our RAP governance structure that oversees delivery of programs and events, including NAIDOC Week and National Sorry Day, to embed First Nations cultures into everyday life at WSA Provided pre-employment programs, including First Nations Taking Off, a collaborative program with our delivery partner and main works contractors for First Nations school students from Western Sydney Launched a First Nations Forum to lead and share best-practice initiatives in collaboration with our major construction partners Promoted diversity and increased understanding of First Nations people and cultures through culture immersion experiences for employees and stakeholders, staff events and online First Nations cross-cultural awareness training

² A diverse workforce includes participation of priority jobseekers and under-represented groups in the industry, including women in non-traditional roles, women in leadership, economic and socially disadvantaged people, and people with disability.

³ Percentage includes a target of 2.4% First Nations Australians workforce participation.

Our people and capability

As of 30 June 2023, WSA directly employed 154 people. The composition of this workforce is outlined in the following table.

Employee statistics

Category	2022–23	2021–22
Ongoing	110	94
Full-time/part-time	107 full-time, 3 part-time	92 full-time, 2 part-time
Gender ⁴	66 male, 44 female	50 male, 44 female
Non-ongoing	44	21
Full-time/part-time	41 full-time, 3 part-time	21 full-time
Gender ⁴	23 male, 21 female	14 male, 7 female
Total employees⁵	154	115

As of 30 June 2023, the combined workforce, including direct and indirect employees, employees of Bechtel under the delivery partner arrangement and workers onsite, was 3,501.

Diversity and inclusion

It is very important to us that WSA fosters an inclusive culture that values differences and provides opportunities for our people to develop their careers, while also supporting the economic growth of Western Sydney.

Our employment programs and practices have been designed to consider:

- local employment opportunities for Western Sydney residents and First Nations people
- inclusivity and unconscious bias

- gender diversity and equality
- flexible work practices
- wellbeing.

Diversity and inclusion are strategic business priorities that have been shown to enhance creativity, innovation and connection to the local community. In the 2022–23 financial year, we have continued to deliver on our D&I action plan – underpinned by our strategy and policy – to meet the diverse needs of our employees, customers, local community and other stakeholders. Our goal is to provide a workplace that reflects the diversity of the Western Sydney community. We aim to achieve the action plan through 3 strategic focus areas, led by our D&I Committee under the sponsorship of our senior executive team. These

strategic focus areas are:

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

The strategy and action plan establish a direct link between our people and growing the airport as an ethical, innovative and productive business. They support the creation of a workplace environment in which diversity is valued and employees can reach their potential by contributing ideas, perspectives and experiences to the project. We will continue to develop tailored programs that support cultural inclusion and comply with regulations to promote employee engagement and community commitment. We also recognise

and celebrate a range of diversity events. These initiatives provide tangible examples of how WSA values difference and fosters inclusion in its workplace.

Our D&I agenda has a flow-on effect for all levels of the organisation, starting from the very top. As of 30 June 2023, female representation in our workforce included:

- 43% of board positions
- 33% of executive leadership positions
- 35% of leadership positions
- 42% of the direct workforce.

Employee engagement

We work hard to ensure that our workforce is highly engaged by fostering agility, developing leadership, and focusing on talent and commitment to roles. We monitor workforce sentiment via twice-yearly engagement surveys. The most recent full annual engagement survey in May 2023 achieved a result of 78%, well above the Australian benchmark of 72%,⁶ which we achieved in 2022.

Our senior executive team is an active sponsor of our Culture and Engagement program, including partnering with the employee-led Culture Club to promote employee engagement. The Culture Club has continued to champion organisation-wide action planning on employee engagement.

WSA encourages flexible work practices. Our flexible work arrangements policy exceeds statutory requirements to foster productivity, diversity and inclusion, and health and wellbeing. This policy recognises the mutual benefits and importance of a flexible workforce applying their skills



and perspectives to meet the needs of our stakeholders, customers and each other. Our flexible work practices enable us to be agile and responsive in supporting our people as we maintain project momentum through peak construction.

We understand that supporting our employees in their development and empowering them to excel is important to maintaining employee engagement. Our focus is on building capability through development opportunities, including a range of virtual and face-to-face training programs across various disciplines. For our early career professionals, including interns and trainees, this involves participating in a network to connect, share and develop their skills. Our professional development activities also extend to our leaders, with our key foundation leadership training continually improving our leadership capabilities.

Wellbeing

The overall health and wellbeing of our workforce remain a focus as we are aware that the

right environment can provide a positive sense of community and connection. With the project in peak construction, maintaining wellbeing in the workplace continues to be a priority. Our Mind Pilots program focuses on mental health and employee wellbeing, offering wellness initiatives and activities that are highly regarded by our employees. Wellbeing can build self-awareness, resilience and confidence, and enhance productivity.

With safety as our highest priority, we revised our Mental Health Management Plan during the 2022–23 financial year to ensure it aligns with the new federal Code of Practice for Managing Psychosocial Hazards at Work, released in July 2022. Additional initiatives were incorporated into the plan to ensure we continue to foster a growth mindset and provide flexibility within the workplace without compromising on safety. We continue to support a high-performing, agile workforce that is ‘empowered to deliver’.

⁴ Throughout both reporting periods, no employee identified as non-binary, preferred not to answer or used a different term in relation to gender.

⁵ Employees were based in New South Wales, except for 4 based in Queensland, one in the Australian Capital Territory and one in Victoria in the 2022–23 financial year. In the 2021–22 financial year, 2 employees were based in Queensland and one in the Australian Capital Territory.

⁶ Culture Amp 2023 Australian benchmark.

Financial overview

05

"The project is now in peak construction and over 50% complete with major achievements including the completion of major earthworks"



During the 2022-23 financial year, construction activities (such as airport design and development) and supporting business activities continued to accelerate. The project is now in peak construction and over 50% complete.

Major achievements for the 2022-23 financial year include:

- completion of major earthworks
- substantial completion of design works for the terminal, airside civil and pavements (airside), and landside civil and buildings (landside) packages
- advancement of terminal works (37.4% of engineering, procurement and construction completed as of 30 June 2023)
- ongoing airside works (41.8% of engineering and construction completed as of 30 June 2023)
- ongoing landside works (37.7% of engineering, procurement and construction completed as of 30 June 2023)

- commencement of design and implementation of the technology delivery program.

Operational expenditure

Consistent with being in the construction phase of the airport, the company generated an operating loss of \$175.0 million for the 2022-23 financial year. The majority of operational expenditure relates to the completion of site preparation works and was incurred during the pre-development stage of construction.

Specifically, the significant expenditures for the 2022-23 financial year were:

- \$86.7 million site preparation expenses
- \$37.9 million employee benefits expenses
- \$13.4 million design and project management expenses.

Operational expenditure	2023 \$000	2022 \$000
Site preparation	86,709	123,739
Project development expenditure	–	7,250
Design and project management	13,378	14,206
Employee benefits	37,894	29,102
Professional services	11,145	8,571
Information technology	8,200	4,000
All other expenses	24,202	19,353
Total	181,528	206,221

Capital expenditure

Capital expenditure of \$866.9 million for the 2022–23 financial year was related to ongoing capital works (primarily terminal, airside, landside and technology), project management and advancing design and engineering.

Capital funding and liquidity

The Australian Government contributed \$1.2 billion in equity during the 2022–23 financial year (\$640.1 million in 2021–22), bringing the total equity contribution as at 30 June 2023 to \$3.6 billion.

Aside from the current year operating loss, the company's net assets position increased to

\$2.0 billion as at 30 June 2023. The company has sufficient funds to meet existing financial obligations at the date of the statement of financial position, and the Australian Government has committed to making ongoing equity funding available to ensure the company can develop WSI as planned.

Capital expenditure	2023 \$000	2022 \$000
Airport construction in progress	861,302	409,755
Plant and equipment	3,180	2,419
Right-of-use assets	2,423	–
Total	866,905	412,174



Directors' report

06

The Board of Directors

The following persons were directors of the company to the date of this annual report.

Name	Role	Term of office
Mr Paul O'Sullivan	Chair, Independent Non-executive Director	Appointed 7 August 2017 (5-year term) Reappointed 7 August 2022 (3-year term)
Mrs Fiona Balfour AM	Independent Non-executive Director	Appointed 7 August 2017 Reappointed 7 August 2020 (3-year term) Reappointed 7 August 2023 (3-month term)
Mr Tim Eddy	Independent Non-executive Director	Appointed 7 August 2017 Reappointed 7 August 2020 (3-year term) Reappointed 7 August 2023 (3-month term)
Mr Vince Graham AM	Independent Non-executive Director	Appointed 14 November 2017 (4-year term) Reappointed 14 November 2021 (3-year term)
Ms Anthea Hammon	Independent Non-executive Director	Appointed 14 November 2017 (5-year term) Reappointed 14 November 2022 (3-year term)
Ms Christine Spring	Independent Non-executive Director	Appointed 7 August 2017 Reappointed 7 August 2021 (3-year term)
Mr John Weber	Independent Non-executive Director	Appointed 14 November 2017 Reappointed 14 November 2020 (3-year term)

Meetings of directors

Name	Board		Design and Construction Committee		Audit and Risk Committee		People, Remuneration and Nomination Committee	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
P O'Sullivan	11	11	5	5	4	4	5	5
F Balfour AM	11	10	5	5	4	3	5	4
T Eddy	11	11	–	–	4	4	–	–
V Graham AM	11	11	5	5	–	–	5	5
A Hammon	11	11	–	–	–	–	5	5
C Spring	11	11	5	5	4	4	–	–
J Weber	11	11	5	5	4	4	5	5

Name	Safety, Health, Environment and Community Committee		Technology Committee		Investment Committee		Debt Steering Committee	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
P O'Sullivan	4	4	4	4	7	7	–	–
F Balfour AM	–	–	4	4	7	5	–	–
T Eddy	–	–	4	4	7	7	2	2
V Graham AM	4	4	–	–	–	–	–	–
A Hammon	4	4	4	4	–	–	–	–
C Spring	–	–	4	4	7	7	–	–
J Weber	4	4	–	–	7	7	2	2

Details relating to the Board skills matrix, the independence of directors and the Code of Conduct applicable to the Board are included in the corporate governance statement (see Section 8, page 64).

Director profiles



MR PAUL O'SULLIVAN

Chair and Non-executive Director

Paul is the first Chair of WSA 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

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

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

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 to WSA a strong connection with Western Sydney.



MS ANTHEA HAMMON
Non-executive Director

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

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

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.



Operations

Review of operations

The Chair's message and the CEO's message (pages 8-11), and Sections 1, 2 and 3 (pages 14-31) provide a review of the company's operations.

Principal activities

The company's main activities during the period are covered in Sections 1, 2 and 3 (pages 14-31) and the financial overview (Section 5, pages 38-41). There have been no significant changes in those principal activities during the period.

Significant changes in the state of affairs

Other than the information set out in the operating overview in Sections 1, 2 and 3 (pages 14-31), there were no significant changes in the state of affairs during the reporting year.

Events since the end of the financial year

No other matter or circumstance has arisen since 30 June 2023 that has significantly affected the company's operations, results or state of affairs or may do so in future years.

Likely developments and expected results of operations

Likely developments include procurement of contracts, design and engineering and construction works. The Chair and CEO message and operating overview in Sections 1, 2 and 3 (pages 14-31) provide more information.

Dividend

No dividends have been paid or declared during the period.

Environmental regulation

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

Indemnification of officers

As an organisation, we have indemnified each of the directors and officers of the company against legal proceedings, loss or liability that arises in their capacity as a director or officer. As at 30 June 2023, no claims have been made.

Non-audit services

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

Auditor's independence declaration

The directors received an independence declaration from the delegate of the Auditor-General. A copy of this declaration is included with the financial report.

Signed in accordance with a resolution of the directors.

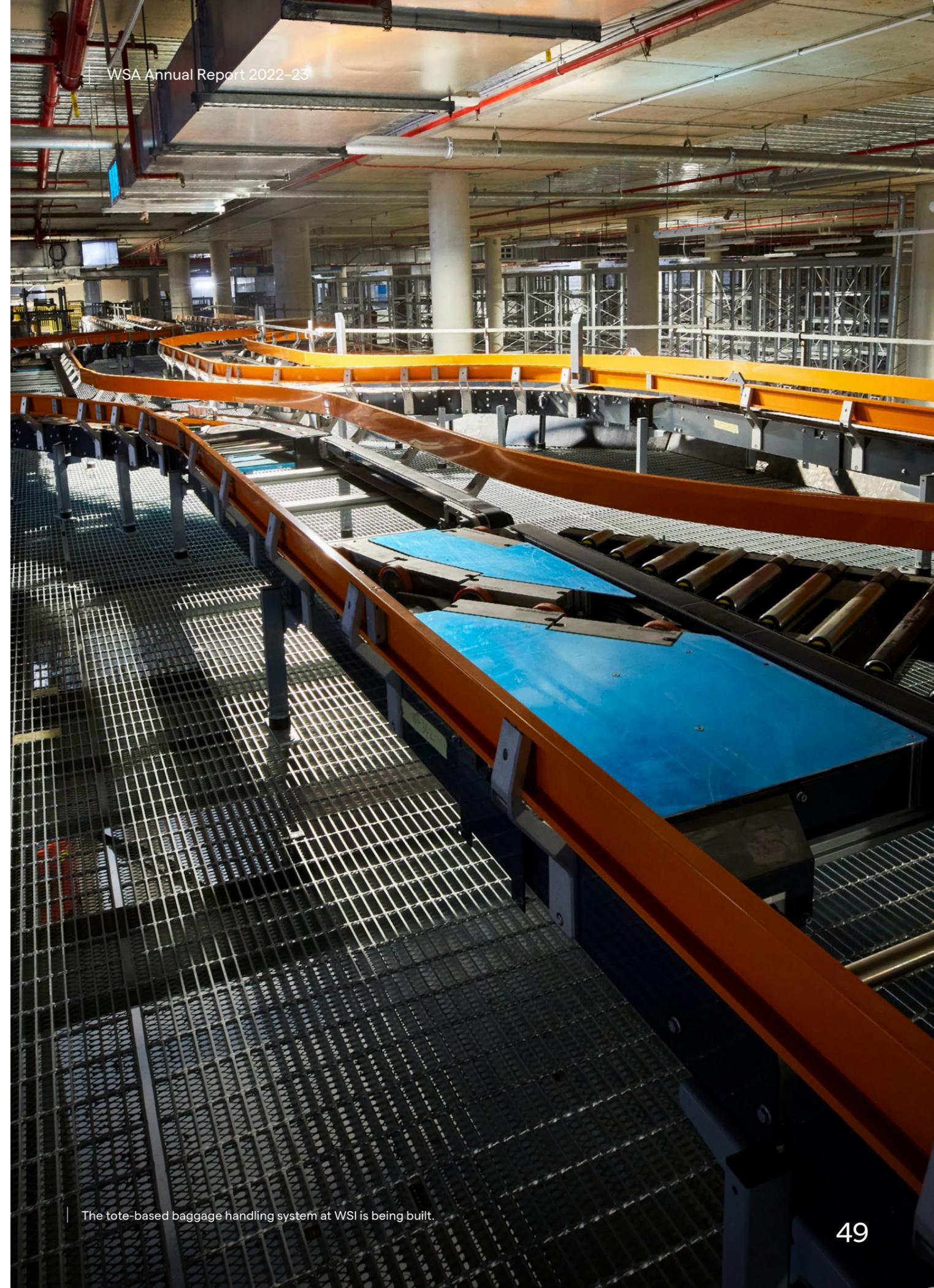


Mr Paul O'Sullivan
Chair of the Board



Mr Tim Eddy
Chair of the Audit
and Risk Committee

Sydney
18 August 2023



The tote-based baggage handling system at WSI is being built.

Remuneration report

07



"The role of the People, Remuneration and Nomination Committee is to ensure that WSA has robust people management processes, remuneration policies and frameworks in place"



Construction progress on the passenger terminal.

Letter from the Chair of the People, Remuneration and Nomination Committee

On behalf of the Board, I am pleased to present our 2022-23 remuneration report, which summarises the company's achievements of the past year and the associated remuneration for our Chief Executive Officer (CEO) and senior executives. The fee arrangements for Board members are also detailed.

The committee's work in 2022-23

The role of the People, Remuneration and Nomination Committee (PRNC) is to ensure that WSA has robust people management processes, remuneration policies and frameworks in place to attract, retain and develop the most suitable high-calibre people. During the 2022-23 financial year, the PRNC continued to discharge its duties by undertaking regular reviews of the company's approach to remuneration, ensuring remuneration levels are appropriate according to:

- our objectives and goals (described in the corporate plan)
- our values (particularly our 'safety first' mindset)
- alignment of remuneration outcomes with individual accountability and performance
- maturing our approach to employee attraction, retention and development to deliver best-in-class people processes.

In determining financial year remuneration, the PRNC has continued to focus on executing the company's remuneration strategy in line with our evolving business needs, market conditions and guidance from the Australian Government.

During the 2021-22 financial year, we implemented remuneration changes in accordance with the Australian Government Performance Bonus Guidelines and removed short-term incentives (STIs) for all employees except the CEO. In the 2022-23 financial year, the PRNC considered and approved the introduction of a



The WSI runway was under construction in 2022-23.

salary band framework for all roles below senior executives. The framework reflects remuneration guidance and provides structure in managing market relevance, particularly given the current constraints that apply to the construction and infrastructure employment market, while ensuring internal relativities.

The new framework establishes clear salary bands that allow for:

- management of total fixed remuneration (TFR) in competitive ranges at each job level, accounting for performance, experience and role criticality differences
- consistent guidance and control in the management of remuneration for employees
- maintaining pay relativities more effectively, providing a fair and equitable approach to setting TFR
- sufficient flexibility for

employees to move across roles within the business, to build career experience within a salary band

- ensuring the company's ongoing ability to keep pace with market competitiveness as the organisation grows and moves towards airport operations.

The salary bands reflect a market-competitive position that has been benchmarked against relevant industries. They ensure the business remains relevant, attractive and fair as its workforce needs change with the movement towards completing construction and commencing airport operations.

During the period, in alignment with the Board's recommendation, the Australian Government Remuneration Tribunal (Remuneration Tribunal) agreed to review and increase the CEO's remuneration. This was to reflect

Mr Hickey's performance as CEO, as well as his experience in complex construction management and aviation.

As outlined in our remuneration strategy, the PRNC remains focused on maintaining a remuneration framework that aligns with the expectations of our shareholders and the broader community.

"The company has continued to build capability by attracting and developing talent to create an experienced and high-performing workforce"

Year in review

Establishing WSA as a critical employer in Western Sydney and an employer of choice is a key business objective. We have continued to focus on delivering a positive employee value proposition and an engaged workforce, despite the challenges of returning to the workplace following the COVID-19 pandemic.

The company has continued to build capability by attracting and developing talent to create an experienced and high-performing workforce. We have met or exceeded all key performance indicators (KPIs). The project remains on time, on budget, and, most importantly, it has a solid safety record. These achievements are a credit to our employees, delivery partner and contractors, who continue to deliver outstanding results.

Key people achievements for the direct workforce include:

- a gender mix of 42% female, 58% male
- 78% employee engagement score, exceeding our organisation KPI of 72%
- continued development of our Mental Health Management Plan to reflect societal trends, improve understanding

of mental wellbeing and support the health and wellbeing of our employees

- implementing our higher education strategy in collaboration with CSIRO to provide internships for university students through the Generation STEM Links program
- launching a traineeship program for high school leavers from Western Sydney
- conducting a frontline leader development program for emerging talent across the company.

For further details of our workforce achievements for the 2022-23 financial year, see Section 4, our people and capability (page 32).

We will continue to test and evolve our approach to remuneration as part of our ongoing commitment to be responsible and effective in the remuneration of our people.

John Weber
Chair, People, Remuneration and Nomination Committee

18 August 2023



We continued development of our Mental Health Management Plan to reflect societal trends



We launched a traineeship program for high school leavers from Western Sydney

Key management personnel

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

Name	Title	KMP term
Non-executive directors		
Paul O’Sullivan	Chair	Full year
Fiona Balfour AM	Non-executive Director	Full year
Tim Eddy	Non-executive Director	Full year
Vincent Graham AM	Non-executive Director	Full year
Anthea Hammon	Non-executive Director	Full year
Christine Spring	Non-executive Director	Full year
John Weber	Non-executive Director	Full year
Senior executives		
Simon Hickey	Chief Executive Officer	Full year
Matt Duffy	Chief Operating Officer	Full year
Kirby Grattan	Chief People Officer	Full year
Scott MacKillop	Chief Corporate Affairs Officer	Full year
Tom McCormack	Chief Technology Officer	Full year
Jim Tragotsalos	Executive General Manager Airport Infrastructure	Full year
Shelley Turner	Chief Financial Officer	Full year
Steven van der Donk	Chief Legal Officer	Full year
Alison Webster	Executive General Manager Commercial and Strategy	Full year

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

2022–23 senior executive remuneration

Remuneration governance

The role of the PRNC is to help the Board fulfil its governance responsibilities in relation to people management and remuneration policies.

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

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

Overarching Board discretion

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

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

Support from external advisers

During the 2022–23 financial year, KPMG advised our organisation in relation to remuneration. The advice included benchmarking data, relevant Government Business Enterprise (GBE) and market-based comparisons, support in developing and implementing the new remuneration framework, and a review of the remuneration and benefits policy. This included remuneration market trends analysis. The advice from KPMG did not constitute a remuneration recommendation as defined in the *Corporations Act 2001* (Cth).

2022–23 remuneration strategy and framework

Our remuneration strategy aligns with the business plan. It aims to deliver superior performance and sustainable growth in the interests of the Western Sydney community. It is designed to attract, grow and



Our partners joined us at the first Safety Innovation Show in April 2023.

retain people with the necessary qualities to deliver the airport and the airport business.

This is especially relevant given the current constrained marketplace, particularly in the construction and infrastructure employment market. The Board will continue to monitor its remuneration strategy and framework closely, adjusting its approach to senior executive remuneration prudently as required for the effective delivery of the project.

"Our remuneration strategy aligns with the business plan. It aims to deliver superior performance and sustainable growth in the interests of the Western Sydney community"

Remuneration principles

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

Pay people competitively and reward contributions to our long-term objectives	Consistency and equity in remuneration	Remuneration and benefits policies and practices that promote the judicious use of public money	Remuneration and benefits governance processes that are transparent and support financial soundness and prudent risk management
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2022–23 remuneration framework

The remuneration framework is designed to support the remuneration strategy. It comprises fixed annual remuneration for all KMP and an STI for the CEO.

TFR

TFR includes base salary and superannuation contributions provided to senior executives.

The TFR for the CEO is determined within parameters set by the Remuneration Tribunal. The role is classified as a Principal Executive Officer (PEO) Band E.

WSA benchmarks senior executives with reference to Australian Securities Exchange (ASX) listed and unlisted companies of comparable size and complexity, as well as to other GBEs. TFR levels are set according to the nature and scope of the senior executive's role, as well as their relevant experience.

STI – CEO

The CEO remains eligible for an STI based on the package determined by the Remuneration Tribunal.

The STI plan is an annual performance-based incentive paid in cash. Payment of the outcome will be in accordance with the 2023 STI policy. Its purpose is to incentivise the CEO to deliver annual performance outcomes aligned with shareholder ministers' interests.

The maximum STI opportunity for the CEO for the 2022–23 financial year is 50% of TFR. The Remuneration Tribunal sets parameters for the CEO's performance pay, including the deferral requirement.

The CEO STI outcome is based on an assessment of the CEO's performance against a balanced scorecard of organisational KPIs, as well as an assessment against overall results and of their alignment with the company's values.

KPIs are a mix of financial and non-financial measures, including safety, environment, infrastructure, community and people targets, and individual performance objectives directly related to the senior executive's core area of responsibility. The Board determines the CEO's STI outcome based on an assessment of the KPIs and the application of overall discretion.

Total potential remuneration

CEO's remuneration arrangements

The Remuneration Tribunal defines the CEO position as a PEO role. Consequently, the tribunal is responsible for setting the parameters for Mr Hickey's remuneration levels.

Based on the Remuneration Tribunal's determination and guidance, effective 28 October 2022, Mr Hickey's remuneration arrangements were:

- TFR of \$1,106,186 per annum (including base salary and superannuation)

- target STI of \$553,093 per annum (50% of TFR).

2022–23 current senior executive remuneration table

In accordance with Australian Government expectations and previous years, the company engaged external advisers to undertake benchmarking for senior executive remuneration during the period. The interests of WSA's shareholders, the Australian Government and the company generally are best served when our executives are remunerated competitively and outstanding performance is acknowledged.

Senior executives have been positioned broadly between the 25th and 30th percentile for TFR against market comparators from which the company draws talent, which is in line with the Board-approved remuneration strategy.

The CEO and senior executive remuneration for the 2022–23 financial year reflects outstanding achievements in continuing to drive this highly complex and challenging nation-building project forward. The Board will continue to conduct regular reviews to keep pace with changes in the market.



Construction progress on the passenger terminal.

2022–23 current senior executive remuneration table

The following table presents the total remuneration of current senior executives for the 2022–23 financial year.

Name	Financial year	Short-term benefits		Post-employment benefits		Other long-term benefits		Total remuneration
		Base salary ⁷	STI	Superannuation contributions	STI deferred	Long-service leave		
		\$	\$	\$	\$	\$	\$	\$
Simon Hickey ⁸	2023	1,060,302	257,747	25,292	257,747	9,890	1,610,978	
	2022	864,335	213,024	23,568	213,024	3,859	1,317,810	
Matt Duffy ⁹	2023	711,969	–	25,292	–	3,152	740,413	
	2022	612,349	–	23,568	–	984	636,901	
Kirby Grattan ¹⁰	2023	543,445	–	25,292	–	1,878	570,615	
	2022	180,081	–	11,784	–	273	192,138	
Scott MacKillop	2023	514,823	–	25,292	–	9,284	549,399	
	2022	497,333	–	23,568	–	7,313	528,214	
Tom McCormack	2023	680,495	–	25,292	–	13,059	718,846	
	2022	618,928	–	23,568	–	11,919	654,415	
Jim Tragotsalos	2023	745,836	–	25,292	–	14,959	786,087	
	2022	748,140	–	23,568	–	12,469	784,177	
Shelley Turner	2023	705,630	–	25,292	–	14,926	745,848	
	2022	692,260	–	23,568	–	12,910	728,738	
Steven van der Donk	2023	516,867	–	25,292	–	3,736	545,895	
	2022	497,374	–	23,568	–	2,026	522,968	
Alison Webster	2023	757,601	–	25,292	–	5,638	788,531	
	2022	713,546	–	23,568	–	3,103	740,217	

⁷ Base salary comprises cash salary, annual leave paid and movement in the annual leave provision during the period calculated, in accordance with AASB 199 Employee Benefits.

⁸ Mr Hickey received a TFR increase, effective 28 October 2022, based on the Remuneration Tribunal's determination and guidance.

⁹ Mr Duffy was appointed, effective 16 August 2021.

¹⁰ Ms Grattan was appointed, effective 14 February 2022.

Remuneration report

2022–23 former senior executive remuneration table

The following table presents the total remuneration paid to members of the senior executive team who left the business during or in the year prior to the 2022–23 financial year.

Name	Financial year	Short-term benefits		Post-employment benefits		Other long-term benefits		Total remuneration
		Base salary ¹¹	STI	Salary packaging	Superannuation contributions	STI deferred – actual	Long-service leave	
		\$	\$	\$	\$	\$	\$	\$
Joanne Vaughan	2023	-	-	-	-	-	-	-
	2022	162,957	-	13,613	10,518	-	(9,587)	177,501

2022–23 CEO STI

The following table presents the target and awarded CEO STI for the 2022–23 financial year.

Name	Target STI	Awarded STI	Awarded STI as % of target	Forfeited STI	STI cash	STI deferred
	\$	\$		\$	\$	\$
Simon Hickey ¹²	515,493	515,493	100%	-	257,747	257,747

¹¹ Base salary comprises cash salary, annual leave paid and movement in the annual leave provision during the period calculated, in accordance with AASB 119 Employee Benefits.

¹² Mr Hickey received a TFR increase, effective 28 October 2022, based on the Remuneration Tribunal's determination and guidance.

2022–23 STI balanced scorecard for the CEO and senior executives

The CEO and senior executive balanced scorecards contain a range of financial and non-financial KPIs aligned to WSA's strategic priorities.

The company's scorecard in the 2022–23 financial year is as follows.

Strategic domain KPI	KPI description	Performance outcome
Safety record	This measures our success in cultivating and reinforcing a safety-first, prevention and protection mindset among our employees, contractors and consultants. Measure: Safety record: TRIFR < 4.1* *Industry benchmark	
Infrastructure and technology delivery	This measures our success in achieving the key project milestones for building the infrastructure. Measure: Completion of key project delivery milestones within the specified timeframes	
Developing the airport business	This measures our success in achieving the key commercial and operational milestones for building the airport business. Measure: Completion of key commercial and operational milestones within the specified timeframes	
Employee engagement	This measures our success in engaging with the team, fostering agility, engaging leadership, talent focus and commitment to roles. Measure: Employee engagement compared to the Australian benchmark	
Environmental performance and sustainability	This measures our success in effectively achieving the key environmental and sustainability milestones for our 3 pillars, 'building the infrastructure', 'building the business' and 'building your future'. Measure: Prevention of material harm to the environment and completion of key delivery milestones within the specified timeframes	
Community engagement	This measures our success in engaging with the community, resulting in awareness and support of WSI. Measure: Maintaining the community engagement index	
Financial performance	This measures actual expenditure relative to budgeted forecasts. Measure: Expenditure within budget	

Key

 Fully achieved  Partially achieved  Not met

Non-executive director fees

The Australian Government appoints the company's non-executive directors through the shareholder ministers.

The Remuneration Tribunal, an independent statutory body overseeing the remuneration of key Commonwealth officers, sets fees for non-executive directors. WSA complies with

the Remuneration Tribunal's determinations, which are prescribed independently.

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

The following table sets out the non-executive director fees, excluding superannuation, as directed by the tribunal for the 2022–23 financial year. No extra committee fees apply to the Chair of the Board, whose fee is all-inclusive of any additional responsibilities. There was no Deputy Chair appointed to the Board in the 2022–23 financial year.

Board position	2022–23 entitlement (excl. superannuation)
	\$
Chair	170,870
Deputy Chair	128,160
Non-executive directors	85,440
Audit and Risk Committee Chair	16,770
Audit and Risk Committee members	8,390

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

Name	Year	Short-term benefits (director's fees)	Post-employment benefit (superannuation contribution)	Total remuneration
		\$	\$	\$
Paul O'Sullivan	2023	170,870	17,941	188,811
	2022	166,290	16,629	182,919
Fiona Balfour AM	2023	93,830	9,852	103,682
	2022	91,310	9,131	100,441
Tim Eddy	2023	102,210	10,732	112,942
	2022	99,470	9,947	109,417
Vincent Graham AM	2023	85,440	8,971	94,411
	2022	83,150	8,917	92,067
Anthea Hammon ¹³	2023	92,168	2,243	94,411
	2022	89,386	2,079	91,465
Christine Spring	2023	93,830	9,852	103,682
	2022	91,310	9,131	100,441
John Weber	2023	93,830	9,852	103,682
	2022	91,310	9,131	100,441

¹³ Superannuation guarantee employer shortfall exemption was granted by the ATO.



Corporate governance statement

08

"We are committed to maintaining high standards of corporate governance, which is essential to ... integrity, sustainability and performance"

This statement, which the Board approved on 18 August 2023, outlines our corporate governance framework and practices.

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

We have established a robust governance framework that includes policies and procedures to comply with our legal and regulatory obligations, reflect best practices and meet probity requirements. As a GBE, we are also subject to parliamentary

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

Our corporate governance framework considers relevant government, regulatory and legislative requirements, as well as best market practices, from the following sources:

- the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act) and *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule)
- the *Corporations Act 2001* (Cth)

- the Department of Finance Resource Management Guides (RMGs)
- our Commercial Freedoms Framework, approved by our shareholder ministers
- the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations, 4th Edition* (ASX Principles).

We are wholly owned by the Australian Government, represented by the following shareholder ministers.

Shareholder minister

Period

Senator the Hon Katy Gallagher, Minister for Finance

1 July 2022 – 30 June 2023

The Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government

1 July 2022 – 30 June 2023

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

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

"The Board is ultimately responsible for WSA's performance, including meeting its accountability obligations to the Australian Government"

ASX principle	Reference in this corporate governance statement
1 Lay solid foundations for management and oversight	The Board (page 67) Board committees (page 70)
2 Structure the Board to be effective and add value	The Board (page 67) Board committees (page 70)
3 Instil a culture of acting lawfully, ethically and responsibly	Lawful, ethical and responsible behaviour (page 73)
4 Safeguard the integrity of corporate reports	Safeguard integrity in corporate reporting (page 73)
5 Make timely and balanced disclosure	Interactions with the shareholder ministers (page 75)
6 Respect the rights of security holders	Interactions with the shareholder ministers (page 75)
7 Recognise and manage risk	Commitment to risk management (page 75)
8 Remunerate fairly and responsibly	Fair and responsible remuneration (page 72)

Our corporate governance documentation is available on our website (westernsydney.com.au/about/governance).

Our corporate governance framework



The Board

Board members

The Board is made up of 7 independent non-executive directors, 4 male and 3 female. Section 6, directors' report (page 42) outlines their biographies and appointment details.

Role and responsibilities of the Board

The Board is ultimately responsible for WSA's performance, including meeting its accountability obligations to the Australian Government. Its role is to provide strategic guidance for the company and effective oversight of management. Its key responsibilities are:

- liaising with the shareholder ministers on Australian Government policy requirements, including their implications for our company
- approving the strategic plans for our company, which includes ensuring that the corporate plan is prepared and submitted each year
- monitoring management in the implementation of the company's corporate plan and strategic direction
- setting environmental and work, health and safety performance objectives, developing appropriate policies and controls, ensuring legal compliance and monitoring relevant progress
- appointing the CEO, following consultation with the Australian Government
- reviewing the performance of the CEO
- monitoring the performance of senior management
- determining our company's risk appetite, and monitoring significant business risks and the adequacy, appropriateness and operation of risk management and its associated internal controls and frameworks
- establishing, reviewing and overseeing a Code of Conduct for directors, senior executives and other employees

- monitoring and overseeing compliance with best-practice corporate governance requirements
- monitoring and overseeing compliance with all legal and regulatory requirements, ethical standards and policies.

The Board Charter details the Board’s responsibilities further, including matters that are specifically reserved for the Board. It is reviewed annually, and a copy is available on our website (westernsydney.com.au/sites/default/files/2023-05/Board%20Charter%20-%20Approved%2011%20Nov%202022.pdf).

Delegation and reservation of powers

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

The Board is specifically responsible for:

- appointing the CEO, following consultation with the Australian Government
- appointing, reappointing or removing the company’s external auditors
- establishing Board committees, their membership and delegated powers
- approving the charter of each Board committee, including any subsequent amendments
- recommending dividends, following consultation with the shareholder ministers
- reviewing and ratifying risk management, accountability, internal compliance and control, and legal compliance systems to ensure that appropriate compliance frameworks and controls are in place
- monitoring and overseeing compliance with best-practice governance requirements
- overseeing the physical and technological security of the company
- monitoring senior management performance, including its ability to deliver on milestones
- approving capital expenditure, acquisitions and divestiture decisions where the value, nature or both falls outside the Delegation of Authority framework
- approving financial statements, annual reports and corporate plans.



Construction progress on the passenger terminal.

Performance of the Board

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

In line with RMG 126 requirements, in the 2022–23 financial year, there was an external independent review of the Board’s performance. This was completed in the fourth quarter of the 2022–23 financial year. A report will be provided to our shareholder ministers.

Induction and professional development of directors

Our induction program for directors includes meeting with senior management, a tour of the airport site and information about relevant legislative

requirements. We provide ongoing education and information on relevant topics through presentations and briefings to the Board and its committees.

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

Board size, independence, composition and appointment

According to our constitution, the Board must have a minimum of 3 and a maximum of 7 independent non-executive directors.

The Board and shareholder ministers regularly review the composition of the Board to ensure it contains the ideal

number of directors with an appropriate mix of skills.

Director appointments

The Australian Government appoints directors through a formal letter of appointment that sets out key terms and conditions. A director’s maximum term of office is 5 years. At the end of this period, the director will retire but is eligible for reappointment.

Director independence

At the time of each director’s appointment or reappointment, the Australian Government assesses their independence. The Board considers all directors to be independent.

Conflicts of interest

All directors are required to disclose any material personal interests, including other directorships, and to regularly update the information they provide. We maintain a Register

of Directors’ Interests that is tabled at each Board meeting.

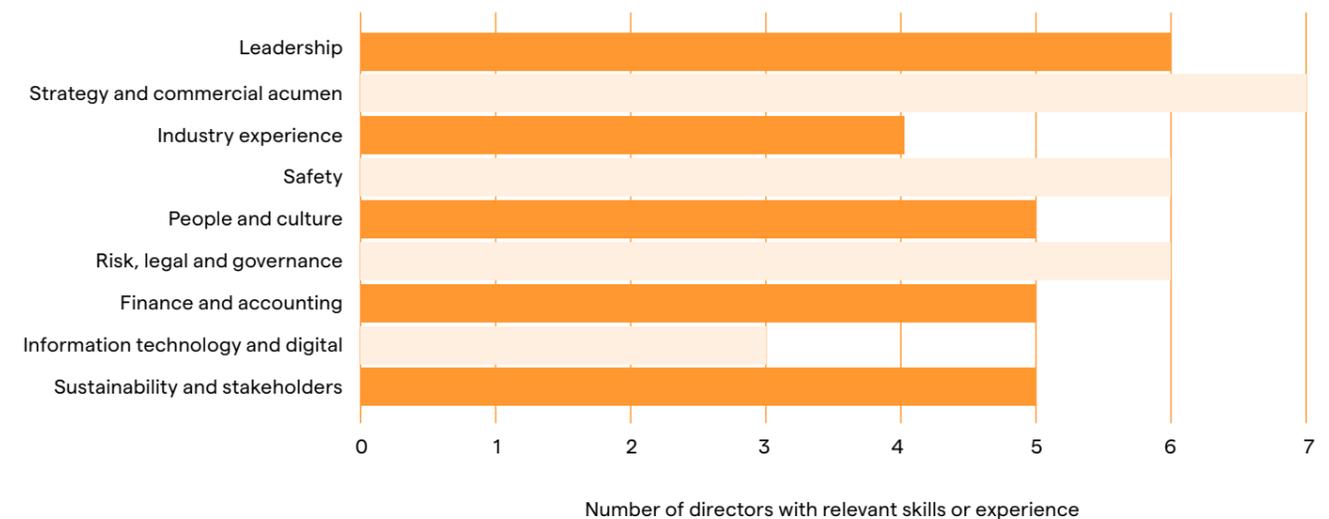
Where a director has a declared material personal interest in a matter or has been assessed as having a conflict of interest, the director will not take part in discussions or voting when the Board or committee deliberates on the issue.

Board skills

The following table sets out the skills and experience our Board requires, together with the current directors’ contributions to the Board.

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

Board skills and experience



Board committees

To assist the Board with discharging its responsibilities, the Board has established the following standing committees and project-related committees. The standing committees are expected to be ongoing, while the requirement for the project-related committees is reviewed every 2 years.

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

Standing committees

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

The Audit and Risk Committee Charter is available from our website (westernsydney.com.au/sites/default/files/2023-05/ARC%20Charter%20-%20Approved%2010%20Nov%202022.pdf).

Project-related committees

Committee	Role and responsibilities	Membership requirements
Design and Construction	The primary responsibility is to oversee the core design, construction and delivery of projects associated with the development of WSI.	The committee must include: <ul style="list-style-type: none"> at least 2 members of the Board at least one member who understands construction or airport infrastructure to help the committee effectively discharge its duties.
Technology	The primary responsibility is to assist the Board with its oversight of the core technology design and technology delivery projects associated with the development of WSI.	The committee must include: <ul style="list-style-type: none"> at least 2 members of the Board at least one member who understands airport technology design and implementation to help the committee effectively discharge its duties.
Investment	The primary responsibilities are to: <ul style="list-style-type: none"> assess and review the corporate plan assess and review the business plan and corporate financial model review recommendations made by management and advise the Board about the value of major discretionary investment and divestment proposals. 	The committee must include: <ul style="list-style-type: none"> at least 3 members, all of whom are financially literate at least one member who has: <ul style="list-style-type: none"> accounting or related financial expertise the necessary technical knowledge and understanding of the industry in which the company operates to help the committee effectively discharge its duties.
Debt Steering Committee	Responsibilities as an advisory committee are to: <ul style="list-style-type: none"> assess, review and endorse all aspects of a specific debt transaction undertaken by WSA make recommendations to the Board. 	The committee comprises a combination of members of the Board and senior management and includes: <ul style="list-style-type: none"> at least 2 directors the CEO (Chair), Chief Financial Officer (CFO), Chief Legal Officer, Executive General Manager Commercial and Strategy, and General Manager Finance and Planning.

Board committee membership

Board committee membership (as of 30 June 2023)

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

More information on the number of Board and committee meetings, as well as the attendance at each meeting, is in the directors’ report (page 42).

Company secretaries

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

Murray Hundleby

**Company Secretary/
Corporate Counsel**

Appointed April 2023

Murray is an experienced lawyer and company secretary with previous senior legal and company secretarial experience in Australia for Boeing, Raytheon, Peabody and the former Federal Airports Corporation. He also has had significant legal experience in the United Arab Emirates, the United Kingdom and the United States.

Melanie Burnicle

**Company Secretary/
Corporate Counsel**

**Appointed May 2018,
effective to February 2023**

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

Ed Gomes

Deputy Chief Legal Officer

Appointed August 2021

Ed is a lawyer and governance professional with more than 15 years’ experience in Europe, the United States, the United Kingdom

and Australia. He has worked in private practice and in-house roles. Ed led and supported the company secretary function from February 2023 to May 2023.

Fair and responsible remuneration

Directors’ remuneration

The Remuneration Tribunal determines the remuneration and travel allowances payable to non-executive directors. Full details of directors’ remuneration are included in the remuneration report (see Section 7, page 50).

Senior executive performance and remuneration

Our PRNC helps the Board design an executive remuneration

framework that aligns its interests with a performance-based culture and the creation of long-term value by attracting, retaining and motivating high-quality senior executives.

The PRNC reviews and makes recommendations to the Board in relation to the remuneration of senior executives. The remuneration report (see Section 7, page 50) gives full details of the senior executive remuneration.

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

Lawful, ethical and responsible behaviour

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

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

Our commitment is underpinned by core organisational values that cultivate a positive corporate culture to empower people to deliver legally, ethically and responsibly.

Code of Conduct

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

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

- maintaining high standards of transparency, honesty and fairness

- respecting difference and embracing different ways of thinking
- refusing to tolerate bullying, harassment or discrimination
- working collaboratively and openly with each other
- considering environmental and social impacts when making a business decision, and ensuring resources are used responsibly.

The Code of Conduct and supporting policies are available on our website (westernsydney.com.au).

Conflict of interest

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

Privacy

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

Whistleblower protection

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

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

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

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

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

Safeguard integrity in corporate reporting

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

Our published corporate reports are:

- the corporate plan
- the annual report, including the directors’ report, remuneration report, corporate governance statement, financial report and regulatory report.



Internal controls

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

This process ensures that the reports are accurate, compliant and comprehensible, and that they provide shareholder ministers with appropriate information to make informed decisions.

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

processes. Protiviti was our internal auditor from 1 July 2022 to 30 June 2023. The internal auditor regularly evaluates our risk management and control processes and reports to the Audit and Risk Committee, which reviews and endorses the annual audit program.

External audit

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

The Auditor-General is also responsible for auditing compliance with the performance

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

Declaration by the CEO and CFO

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

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

Based on the evaluation performed on 30 June 2023, the CEO and CFO concluded that as of the evaluation date:

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

Commitment to risk management

Our Board of Directors is committed to implementing a robust risk management framework and processes across its business domains. This is part of strategic and operational planning as a GBE and the owner of project delivery for the design, construction and operation of WSI.

The company aims to foster a strong, positive risk culture based on shared values and behaviours to promote an open, proactive approach to managing risk. This approach considers threat and opportunity and appropriately identifies, assesses, communicates and manages risk across the company.

Approach to risk management

The Board and management mandate how we manage risk through our Risk Management Policy, risk management framework and the Audit and Risk Committee Charter.

Effective risk management is essential to the success

of any organisation or project delivery, and we are committed to establishing and maintaining the highest standards of risk management.

The risk management framework was reviewed and updated in 2021 to align with the stage of the project and our current risk maturity. It will be reviewed in the 2023–24 financial year.

More information can be found in the managing our risk section of this report (see Section 9, page 76).

Interactions with the shareholder ministers

Shareholder communications

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

In compliance with the PGPA Act and the *Commonwealth Government Business Enterprise – Governance and Oversight Guidelines (RMG 126)*, we provide information about our company and its governance through the annual corporate plan, annual report and regular shareholder reports and meetings. In line with the ASX Principles, shareholder ministers have the option to receive and send our communications electronically.

We submitted our Corporate Plan 2023–24, for the reporting period from 2023–24 to 2026–27, to our shareholder ministers on 31 August 2023.

Company disclosure obligations

We are obliged to keep shareholder ministers informed of activities. This obligation is similar to the continuous disclosure requirements applicable to ASX-listed entities. As soon as we become aware of any significant issue or information that may affect our company, we are required to confidentially communicate it to shareholder ministers. This includes communicating significant changes to the business environment and any risks that may affect the delivery of the airport or future revenue projections.

"The company aims to foster a strong, positive risk culture based on shared values and behaviours to promote an open, proactive approach to managing risk"

Managing our risk

09



Risk management is an essential consideration for all strategic and operational decisions and is embedded in our teams' day-to-day practice across the entire project.

Our Board and senior management team are committed to advancing our risk management framework and ensuring a systematic approach to managing risk across the organisation. We recognise that our environment is constantly evolving. In response, our risk management practices ensure we monitor, identify, assess and manage risks as they change over time – particularly as they relate to the health and safety of our employees, contractors, partners and the general public.

In the past year, we achieved a major milestone with the completion of bulk earthworks. Changing focus to delivering the terminal, airside and landside

packages while Sydney Metro delivers the rail component has significantly changed the risk profile regarding workplace health and safety and the environment.

We continue to closely monitor external risks that have the potential to affect the project's progress as we work with our contractors to ensure delivery of the airport remains on time and on budget. These risks include increased macroeconomic uncertainty, geopolitical issues, wage inflation, the continued effects of global supply chain constraints and labour shortages.

Achieving our objectives requires the collaborative effort of all stakeholders, including relevant federal government agencies. We are working closely with a range of agencies responsible for the functions and facilities required to operate an international airport to manage the risks associated

"We continue to closely monitor external risks that have the potential to affect the project's progress as we work with our contractors to ensure delivery of the airport remains on time and on budget"

with finalising the airspace design, and approving the flight paths and the subsequent EIS.

As the delivery of the design and construction program progresses, our risk profile continues to evolve. Emerging risks include those relating to establishing operational airport functions, testing and transitioning to operations, obtaining the certifications required to operate the aerodrome, and achieving the desired commercial outcomes. We anticipate an increased focus on these activities in coming years, so we are working to ensure we address any specific risk exposures these activities present.

Approach

The risk management framework and the Audit and Risk Committee Charter outline the mandate from the Board and management for how we manage risk.

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

We continually seek to improve the effectiveness of our risk management and control processes. Through consistent and comprehensive application of the framework, we will:

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

This framework also details the accountabilities and responsibilities of management, employees, contractors and subcontractors, as well as

governance, processes and communication requirements. It allows us to identify and understand foreseeable risks so that we can make sound business decisions despite uncertainties. Effective risk management is essential to the success of any organisation or project delivery, and we are committed to establishing and maintaining the highest standards in delivering WSI.

Risk profile

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



The runway and taxiways at WSI under construction.

Material risk area	Description	Approach
Health, safety and wellness	Risks that threaten the health, safety and wellness of our employees, contractors and the communities in which we operate.	We are committed to the wellness of employees, and the prevention of workplace illness and injury. We aim to provide a safe place of work and to continuously assist in the management of employee wellbeing, as well as our work, health and safety management system and performance. We have an expectation to comply with legal requirements while delivering the project on time, within budget and to specification.
Environment	Risks related to activities that could negatively impact the environment.	We are committed to managing environmental impacts, preventing pollution and conducting operations consistent with the principles of environmentally sustainable development. Environmental management aims to comply with legal requirements while delivering the project on time, within budget and to specification.
Sustainability	Risks that threaten the organisation's ability to achieve its sustainability objectives.	Thorough understanding, analysis and implementation of value-adding sustainability initiatives is essential. It allows us to operate with optimal cost, maximise asset value, meet stakeholder expectation and earn our social licence to operate.
Governance, legal and compliance	Risks related to following internal governance processes, fraudulent and corruptive behaviour and meeting legal, regulatory compliance and obligation requirements.	We place significant importance on identifying and establishing robust legal and governance processes, which align with key internal policies and external regulatory obligations. We do not tolerate any material legal, regulatory or obligation breach or bypassing of governance.
Strategic	Risks that can affect the delivery of our strategy and the overall success of the business.	Our strategic outcomes and objectives are set out in our strategy. We acknowledge that such activities may carry a higher degree of risk by virtue of unknowns spanning a planning timeframe until 2026. These risks and opportunities therefore require agility, flexibility and increased resources to be optimally managed.

Material risk area	Description	Approach
Financial	Risks related to a loss of shareholder value and the overall financial stability and stability of the project or business.	We aim to ensure that the project is delivered within the allocated budget while also recognising that achieving strategic outcomes is vital in sustaining long-term financial viability. We acknowledge we will need to accept the risks associated with meeting key stakeholder expectations, inclusive of assessing the viability and feasibility of potential ideas and enhancements.
Commercial	Risks related to a loss of, or inability to generate revenue and maximise the value of the business and the asset.	Given the competitive environment in the commercial space, our commercial activities will be quantifiable and will centre around market research supporting the growth of the airport and surrounding lands.
People, culture and relationship management	Risks that relate to talent attraction and retention, and employee capability and capacity to meet operational requirements.	The attraction and retention of talent, as well as the productivity, engagement, capability and development of our workforce is essential for us to achieve strategic outcomes. We are driven by our values and committed to developing a high-performance culture.
Stakeholder and reputation	Risks related to meeting and managing community and stakeholder expectations, and continuing to build the good will of the organisation.	We consider community and stakeholder support to be fundamental to successfully delivering our mandate to develop a thriving airport precinct that benefits the region. Our reputation is a function of how we meet stakeholder expectations and is critical to our ability to deliver on all objectives and to the future success of the airport.
Physical security	Risks related to physical security management and business resilience.	We are committed to delivering a secure operating environment for our employees, contractors and passengers. In recognising the nature of security threats, our tolerance of security risk is determined by achieving a level of risk as low as is reasonably practicable in our given operating environment.
Cybersecurity	Risks relating to exposure to harm or loss resulting from breaches of, or attacks on, information systems.	We recognise the need for a mature cybersecurity capability to mitigate cyber risk and respond to potential and emerging threats. We are committed to continually improving our cybersecurity operations program in order to achieve and maintain the highest levels of policy adherence, cyber defences, employee awareness and technical preventative measures.

Material risk area	Description	Approach
Technology	Risks relating to technology not being delivered on time, and the technology delivered not meeting operational and commercial requirements.	Our investment in technology is critical to ensuring our organisation has a competitive advantage, and meets and exceeds the needs of our customers, employees, partners and providers. The investment, implementation and operation of new technology that offer strategic and operational advantage are risk assessed against cost (investment, operations and avoidance), the potential for disruption, cybersecurity, integration and human interface.
Design and delivery	Risks that threaten the delivery of the project within scope, on time and within budget, including interface risks.	We aim to ensure that the project is delivered within the scope specified by the functional specifications, project deed and Airport Plan, as well as within time and budget.
Operations	Risks that threaten continual operations and jeopardise our ability to establish airport operations.	We seek to continually improve in everything we do and implement and maintain systems and processes to run our business in an efficient, effective, safe, resilient and financially responsible manner. This commitment extends to delivering safe, secure and efficient airport operating environment that achieves excellence in design, productivity and commercial outcomes.

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

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

Financial report



Statement of comprehensive income

For the year ended 30 June 2023

Continuing operations	Notes	30 June 2023 \$000	30 June 2022 \$000
Income			
Other income		6,560	2,967
Gain on reversal of provision	E.2	-	2,857
Total income		6,560	5,824
Expenses			
Site preparation	B.2	(86,709)	(123,739)
Project development expenditure	B.3	-	(7,250)
Design and project management		(13,378)	(14,206)
Employee benefits	D.2	(37,894)	(29,102)
Information technology	B.4	(8,200)	(4,000)
Professional services		(11,145)	(8,571)
Depreciation and amortisation	B.5 & B.6	(8,121)	(7,221)
Other		(16,081)	(12,132)
Total expenses		(181,528)	(206,221)
Loss before income tax		(174,968)	(200,397)
Income tax benefit	E.3	-	-
Loss for the year		(174,968)	(200,397)
Other comprehensive loss			
Items forming part of other comprehensive loss		-	-
Total other comprehensive loss		-	-
Total comprehensive loss		(174,968)	(200,397)

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

Statement of financial position

As at 30 June 2023

	Notes	2023 \$000	2022 \$000
ASSETS			
Current assets			
Cash and cash equivalents	E.1	300,923	134,317
Prepayments		11,701	6,632
Trade and other receivables		27,691	20,669
Total current assets		340,315	161,618
Non-current assets			
Property, plant and equipment	B.5	1,669,521	809,740
Intangible assets	B.6	1,462	1,947
Prepayments		36,612	31,760
Total non-current assets		1,707,595	843,447
Total assets		2,047,910	1,005,065
LIABILITIES			
Current liabilities			
Trade and other payables		51,207	19,632
Lease liabilities	E.4	521	500
Employee benefits provisions	D.1	3,113	2,752
Total current liabilities		54,841	22,884
Non-current liabilities			
Employee benefits provisions	D.1	1,087	709
Lease liabilities	E.4	2,101	176
Other provisions	E.2	4,296	2,342
Total non-current liabilities		7,484	3,227
Total liabilities		62,325	26,111
Net assets		1,985,585	978,954
EQUITY			
Share capital	C.1	3,565,867	2,384,268
Accumulated losses		(1,580,282)	(1,405,314)
Total equity		1,985,585	978,954

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

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Statement of changes in equity

For the year ended 30 June 2023

	Accumulated losses \$000	Contributed equity \$000	Total equity \$000
Total equity at 1 July 2022	(1,405,314)	2,384,268	978,954
Comprehensive income			
Loss for the year	(174,968)	-	(174,968)
Total comprehensive loss	(174,968)	-	(174,968)
Transactions with owners of the company			
Contributions of equity	-	1,181,599	1,181,599
Total transactions with owners	-	1,181,599	1,181,599
Total equity at 30 June 2023	(1,580,282)	3,565,867	1,985,585

For the year ended 30 June 2022

	Accumulated losses \$000	Contributed equity \$000	Total equity \$000
Total equity at 1 July 2021	(1,204,917)	1,744,165	539,248
Comprehensive income			
Loss for the year	(200,397)	-	(200,397)
Total comprehensive loss	(200,397)	-	(200,397)
Transactions with owners of the company			
Contributions of equity	-	640,103	640,103
Total transactions with owners	-	640,103	640,103
Total equity at 30 June 2022	(1,405,314)	2,384,268	978,954

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

Financial report

Statement of cash flows

For the year ended 30 June 2023

	Notes	30 June 2023 \$000	30 June 2022 \$000
Cash flows from operating activities			
Interest received		4,666	393
Receipts from customers	B.2	2,983	40,047
Payments to suppliers and employees		(265,334)	(340,665)
Net GST received		93,530	50,933
Net cash outflow from operating activities	E.1	(164,155)	(249,292)
Cash flows from investing activities			
Proceeds from government contribution		1,806	525
Payments for work in progress		(848,396)	(432,741)
Payments for property, plant and equipment	B.5	(3,131)	(2,419)
Payments for intangible assets	B.6	(512)	(2,228)
Net cash outflow from investing activities		(850,233)	(436,863)
Cash flows from financing activities			
Equity injection for ordinary shares by the Australian Government	C.1	1,181,599	640,103
Payments for leases		(605)	(530)
Net cash inflow from financing activities		1,180,994	639,573
Net increase/(decrease) in cash and cash equivalents		166,606	(46,582)
Cash and cash equivalents at the beginning of the financial year		134,317	180,899
Cash and cash equivalents at the end of the financial year	E.1	300,923	134,317

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



Notes to the financial statements

A. About this report

Introduction

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

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

The company was established to develop and operate Western Sydney International (Nancy-Bird Walton) Airport (WSI). The project is due for completion in 2026.

This financial report includes the financial statements and notes to the financial statements for the year ended 30 June 2023. The company is a for-profit entity for the purpose of preparing the financial report.

The financial report was authorised for issue by the Board of Directors on 18 August 2023.

Statement of compliance

This financial report is a general-purpose financial report prepared in accordance with:

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

Basis of preparation

The financial report:

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

There are no other standards that are not yet effective and that would be expected to have a material impact on the entity in

the current or future reporting periods and on foreseeable future transactions.

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

Significant accounting estimates and judgments

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

Accounting estimate or judgment	Note
Determination of useful lives of property, plant and equipment	B.5
Determination of useful lives of intangible assets	B.6
Airport construction in progress	B.5
Decontamination provision	E.2

These estimates have been consistently applied to all periods presented, unless otherwise stated. The company considers that there has been no material change to the significant accounting estimates and judgments applied.

Capital funding and liquidity

The company has incurred a loss after tax for the year ended 30 June 2023 of \$175.0 million and is currently in a net assets position of \$1,985.6 million. The company has sufficient funds to meet its existing financial obligations at statement of financial position date.

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

The ESA was updated to include additional Commonwealth funding to support WSA's development of the aviation fuel farm infrastructure assets, and to meet Airport–Rail Integration Deed requirements for integration with the NSW Government delivery of Sydney Metro–Western Sydney Airport rail line.

During the financial year, additional funding has been committed by the Australian Government to support the delivery of Commonwealth border agency facilities necessary for airport operations.

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

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

B. Building the airport

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

B.1 Significant contractual arrangements and commitments

The company has entered into key agreements with the Australian Government, including the lease of the WSI site and execution of preparatory activities.

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

Airport lease grant

On 17 May 2018, the company became the airport lessee company by entering a lease with the Australian Government for 50 years, with an

additional 49-year option. The lease is administered by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA). The airport lease gives the company the right to use the designated land at Badgerys Creek as the site for the airport.

The terms of the lease require nil cash consideration, although significant obligations in the lease require the company to design and develop the airport to meet functional specifications determined by the Australian Government.

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

Contracted works and expenditure

Contractual commitments for agreements relating to the construction of the airport as at statement of financial position date include (GST exclusive):

Contracted works	2023 \$000	2022 \$000
Within one year	1,340,266	1,117,824
Later than one year but not later than 5 years	478,280	1,263,357
Later than 5 years	–	–
Total	1,818,546	2,381,181

B.2 Site preparation activities

For the year ended 30 June 2023

	2023 \$000	2022 \$000
Site preparation	86,709	123,739
Total	86,709	123,739

Site preparation expenses relate to costs incurred during the pre-development stage of construction. These include costs predominantly relating to preparatory works, such as formation activities to level the site in preparation for the construction of airport infrastructure and the supporting utilities. Further information on the company's capitalisation policy is detailed in Note B.5.

As at 30 June 2023, major earthworks were completed.

In the prior financial year, WSA acted as an agent between the principal (Sydney Metro) and the contractor in relation to the integration with the NSW Government's delivery of the Sydney Metro–Western Sydney Airport rail line. Expenses incurred as part of this arrangement were recognised in the statement of comprehensive income net of receipts. In the statement of cash flows, the receipts are presented as gross cash received from Sydney Metro.

B.3 Project development expenditure

Project development expenditure relates to costs incurred during the development stage of construction. Further information on the company's capitalisation policy is detailed in Note B.5

B.4 Information technology

Information technology expenses include costs incurred in relation to maintaining corporate IT infrastructure and the design and development of airport systems for operations. This includes amortisation of prepaid operating and maintenance costs and software as a service (SaaS) arrangements. Further information on the company's capitalisation policy is detailed in Note B.6.

B.5 Property, plant and equipment

	Right-of-use assets \$000	Property, plant and equipment \$000	Airport construction in progress \$000	Total \$000
At 30 June 2023				
Opening net book value as at 1 July 2022	623	28,429	780,688	809,740
Additions	2,423	3,180	861,302	866,906
Depreciation	(480)	(6,644)	–	(7,124)
Disposals	–	–	–	–
Closing net book value as at 30 June 2023	2,566	24,965	1,641,990	1,669,521
At 30 June 2022				
Opening net book value as at 1 July 2021	1,135	32,468	370,933	404,536
Additions	–	2,419	409,755	412,174
Depreciation	(482)	(6,458)	–	(6,940)
Disposals	(30)	–	–	(30)
Closing net book value as at 30 June 2022	623	28,429	780,688	809,740

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

The right-of-use assets are for the lease of office space at 45–47 Scott Street, Liverpool, where the day-to-day operations and management of the company take place.

Recognition and measurement

Property, plant and equipment

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

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

Asset recognition threshold

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

Airport construction in progress

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

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

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

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

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

Depreciation

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

The expected useful lives are summarised below:

Asset class	Useful life
Right-of-use assets	Lease term
Property, plant and equipment	3 to 10 years

Current financial year

During the period, airport construction and supporting business activities continued to accelerate.

Main activities included:

- design neared completion for terminal, airside and landside packages
- ongoing construction of the terminal structure, runways and taxiways, and ground transport infrastructure
- commencement of design and implementation of the technology delivery program.

There were no site preparation costs directly attributable to key future airport assets.

Pre-development costs are primarily recognised as site preparation expenses (refer to Note B.2) in the statement of comprehensive income, including earthworks and supporting utilities.

Impairment

All assets were assessed for impairment at 30 June 2023 and there were no indications of impairment identified by management.

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

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

B.6 Intangible assets

	Software licences \$000	Total \$000
At 30 June 2023		
Opening net book value as at 1 July 2022	1,947	1,947
Purchases	512	512
Amortisation	(997)	(997)
Closing net book value as at 30 June 2023	1,462	1,462
At 30 June 2022		
Opening net book value as at 1 July 2021	-	-
Purchases	2,228	2,228
Amortisation	(281)	(281)
Closing net book value as at 30 June 2022	1,947	1,947

Recognition and measurement

An intangible asset is an identifiable non-monetary asset without physical substance, controlled by the entity and expected to provide future economic benefits to the entity. Intangible assets are recognised initially at cost. Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognised in profit or loss as incurred. The subsequent measurement of intangible assets is at cost less accumulated amortisation and any accumulated impairment losses.

Software licences

Computer application software that is not an integral part of any related hardware is classified as an intangible asset. Software that is an integral part of related hardware is incorporated within the relevant class of physical assets, such as computer equipment or system assets under property, plant and equipment.

Following the initial recognition of development expenditure, the asset is carried at cost less any

accumulated amortisation. Any expenditure capitalised is amortised over the period of expected benefits from the related project. The carrying value of an intangible asset arising from development expenditure is tested for impairment annually when the asset is not yet available for use, or more frequently when an indication of impairment arises during the reporting period.

Software as a service

SaaS arrangements are service contracts providing WSA with the right to access the cloud provider's application software over the contract period. Costs incurred to configure or customise, and the ongoing fees to obtain access to the cloud provider's application software, are recognised as operating expenses when the services are received. Some of these costs incurred are for the development of software code that enhances or modifies, or creates additional capability to, existing on-premise systems and meets the definition of and recognition criteria for an intangible asset. These costs are recognised as intangible software assets and amortised over the useful life of the software on a straight-line basis.

Amortisation

Intangible assets with definite lives are amortised on a straight-line basis over their estimated useful lives. Amortisation of intangible assets does not commence until the assets are installed and ready for use, as intended by the company.

The expected useful lives are summarised below:

Asset class	Useful life
Software licences	2.5 to 5 years

Key estimates and judgments

Determination of useful lives of property, plant and equipment and intangible assets

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

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

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

Capitalisation of development stage costs

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

C. Capital management

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

C.1 Share capital

(a) Capital management

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

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

(b) Movements in share capital

	Number of shares	\$000
Opening balance as at 1 July 2022	2,384,268,000	2,384,268
Shares issued	1,181,599,000	1,181,599
Closing balance as at 30 June 2023	3,565,867,000	3,565,867

On 5 October 2017, the Australian Government and WSA entered into an ESA, whereby the Australian Government provided initial funding of up to \$5.3 billion to the company.

The ESA was updated to include additional Commonwealth funding to support WSA's development of the aviation fuel farm infrastructure assets, and to meet Airport–Rail Integration Deed requirements for integration

with the NSW Government delivery of Sydney Metro–Western Sydney Airport rail line.

During the financial year, additional funding has been committed by the Australian Government to support the delivery of Commonwealth border agency facilities necessary for airport operations.

As at 30 June 2023, total equity of \$3.6 billion had been provided.

	\$000
Opening equity balance as at 1 July 2022	2,384,268
Cash-settled equity contributions	1,181,599
Closing equity balance as at 30 June 2023	3,565,867

(c) Dividends declared

No dividends were declared or paid during the financial year.

Recognition and measurement

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

Ordinary shares

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

C.2 Financial risk management

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

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

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

Risk	Potential impact
Interest rate risk	<p>The company is exposed to interest rate risk due to changes in market interest rates associated with interest-bearing cash and cash equivalents.</p> <p>Given the nature and quantum of interest-bearing instruments, any possible movements in interest rates would have an immaterial impact on profit or loss.</p>
Liquidity risk	<p>Liquidity risk refers to the risk of encountering difficulties in meeting obligations associated with financial liabilities.</p> <p>The company is exposed to liquidity risk through its trade and other payables liabilities. The company manages this exposure by ensuring that sufficient funds are available to meet financial commitments in a timely manner, and planning for unforeseen events that may curtail cash flows and cause pressure on liquidity. This is achieved through the ESA with the Australian Government (refer to Note A) by drawing down sufficient funding with a forward-looking 2-month expenditure profile.</p> <p>As at 30 June 2023, all trade and other payables are classified as current and due for payment in the next 12 months.</p>

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

D. Our people

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

D.1 Employee benefits provision

	2023 \$000	2022 \$000
Short-term / project delivery incentives	819	744
Annual leave	2,552	2,221
Long-service leave	829	496
Total	4,200	3,461
<i>Current</i>	3,113	2,752
<i>Non-current</i>	1,087	709

Recognition and measurement

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

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

D.2 Employee benefits expense

	2023 \$000	2022 \$000
Wages and salaries	29,121	22,838
Director fees	732	712
Superannuation	2,503	1,771
Leave entitlements	2,810	2,273
Payroll tax	1,833	1,162
Other	895	346
Total	37,894	29,102

D.3 Key management personnel compensation

For the purposes of this disclosure, the company has defined key management personnel (KMP) as the Board, the Chief Executive Officer, and senior executives who report directly to the CEO and who have authority

and responsibility for planning, directing and controlling the activities of the organisation.

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

	2023 \$	2022 \$
Short-term employee benefits	7,226,893	6,526,168
Other long-term benefits	334,269	258,292
Post-employment benefits	297,071	275,811
Total	7,858,233	7,060,271

E. Other information

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

E.1 Notes to statement of cash flows

(a) Cash and cash equivalents

	2023 \$000	2022 \$000
Cash on hand	300,923	134,317
Total cash and cash equivalents	300,923	134,317

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

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

	2023 \$000	2022 \$000
Loss for the period	(174,968)	(200,397)
<i>Adjustments for non-cash items:</i>		
Depreciation and amortisation	8,121	7,221
Finance costs	129	64
<i>Change in operating assets and liabilities:</i>		
Trade and other receivables	(8,828)	(14,498)
Prepayments	(9,921)	(18,311)
Other provisions	1,954	(8,446)
Trade and other payables	18,619	(13,346)
Employee benefits provisions	739	(1,579)
Net cash used in operating activities	(164,155)	(249,292)

E.2 Other provisions

	Decontamination provision \$000	Contractors provision \$000	Total \$000
At 30 June 2023			
Opening carrying amount as at 1 July 2022	-	2,342	2,342
Additions	-	1,954	1,954
Amounts used during the year	-	-	-
Carrying amount at 30 June 2023	-	4,296	4,296
<i>Current provision</i>	-	-	-
<i>Non-current provision</i>	-	4,296	4,296
At 30 June 2022			
Opening carrying amount as at 1 July 2021	3,438	7,350	10,788
Additions	-	992	992
Gain on reversal	(2,557)	(300)	(2,857)
Amounts used during the year	(881)	(5,700)	(6,581)
Carrying amount as at 30 June 2022	-	2,342	2,342
<i>Current provision</i>	-	-	-
<i>Non-current provision</i>	-	2,342	2,342

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

Remediation activities were completed in the prior year. As a result, an unused amount of \$2.6 million was reversed to the statement of comprehensive income.

No remediation expenses were incurred in the current financial year.

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

Recognition and measurement

Provisions are recognised when:

- there is a present legal or constructive obligation to make a future sacrifice of economic benefits, as a result of past transactions or events
- it is probable that a future sacrifice of economic benefits will arise
- a reliable estimate can be made of the amount of the obligation.

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

Key estimate and judgment

Determination of provisions

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

E.3 Income tax expense

(a) Reconciliation of income tax expense

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

	2023 \$000	2022 \$000
Loss from continuing operations	(174,968)	(200,397)
Tax at the Australian tax rate of 30%	(52,490)	(60,119)
Non-temporary differences	2	6
Current year tax losses not recognised	-	-
Temporary difference not recognised	52,488	60,113
Income tax expense	-	-
<i>Current tax</i>	-	-
<i>Deferred tax</i>	-	-

(b) Tax losses not brought to account

	2023 \$000	2022 \$000
Unused tax losses for which no deferred tax asset has been recognised	517,591	448,457
Potential tax benefit @ 30%	155,277	134,537

Subsequent to lodgement of the company's 2022 tax return, \$449.3 million of tax losses has been brought forward and included in the 2023 balance of unrecognised tax losses.

The cumulative amount of unrecognised tax losses of \$517.6 million may be available to offset against future income tax assessments when the company generates taxable income.

(c) Unrecognised temporary differences

The movements in deferred tax balances for the company are:

Deferred tax assets / (liabilities)	2023 \$000	2022 \$000
Tax losses	155,277	134,537
Property, plant and equipment	291,931	4,177
Expenses to be capitalised for tax	5,547	262,353
Other	3,193	2,375
Net deferred tax assets / (liabilities)	455,948	403,442

Effective tax rate

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

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

Recognition and measurement

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

Deferred tax assets are recognised for deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses. Current and deferred

tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is recognised in other comprehensive income or directly in equity, respectively.

E.4 Leases

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

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

During the financial year, the company, in its capacity as lessee, renewed a 3-year non-cancellable lease for the office space at 45–47 Scott Street, Liverpool, with a 2-year extension option.

The minimum lease payments under these leases are:

	2023 \$000	2022 \$000
Within 1 year	521	500
Between 1 and 5 years	1,918	176
More than 5 years	183	-
Total lease commitments	2,622	676

Recognition and measurement

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

The office leases contain extension options exercisable by the company. Where practicable, the company seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the company and

not by the lessors. The company assesses at the lease commencement date whether it is reasonably certain to exercise the extension options. The company reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

Short-term leases (less than 12 months) and leases of low-value assets are exempt from the lease accounting requirements.

E.5 Remuneration of auditors

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

Australian National Audit Office	2023 \$	2022 \$
Audit of annual financial statements	130,000	97,500
Total amount paid or payable to auditors	130,000	97,500

E.6 Related party disclosures

The entity is a GBE controlled by the Australian Government. Related parties to this entity are directors, DITRDCA, Department of Finance, portfolio ministers and other Australian Government entities.

The following transactions occurred with related parties:

	2023 \$000	2022 \$000
Equity injections by the Australian Government	1,181,599	640,103
Receipt of contributions for technical services from DITRDCA	1,806	377
Purchases of various goods and services from the Australian Government	177	43

On 17 May 2018, the company was formally granted a 99-year lease (a 50-year lease with a 49-year option to extend) of the airport site by the Australian Government. As part of the lease grant conditions,

the company has taken the responsibility to develop and construct the functional specifications of Western Sydney International Airport. Refer to Note A.

E.7 Events after the reporting period

No other matter or circumstance has arisen since 30 June 2023 that has significantly affected the company's operations, results or state of affairs, or may do so in future years.



Directors' declaration

DIRECTORS' DECLARATION

In the opinion of the Directors of WSA Co Limited:

- (a) The financial statements and notes set out on pages 83 to 104 are in accordance with the *Corporations Act 2001* (Cth), including:
 - giving a true and fair view of the company's financial position as at 30 June 2023 and of its performance for the financial year ended on that date, and
 - complying with Accounting Standards and the *Corporations Regulations 2001* (Cth) and other mandatory reporting requirements.

- (b) There are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

The directors draw attention to the statement of compliance with International Financial Reporting Standards set out in Note A, page 88.

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

Mr Paul O'Sullivan
Chair of the Board

Mr Tim Eddy
Chair of the Audit and Risk Committee

Sydney
18 August 2023

Auditor's independence declaration



Mr Paul O'Sullivan
Chair
WSA Co Limited

Level 3
45 Scott Street
Liverpool NSW 2170

WSA CO LIMITED FINANCIAL REPORT 2022–23 AUDITOR'S INDEPENDENCE DECLARATION

In relation to my audit of the financial report of WSA Co Limited for the year ended 30 June 2023, to the best of my knowledge and belief, there have been:

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

Australian National Audit Office

Fiona Sheppard
Executive Director

Delegate of the Auditor-General

Canberra
18 August 2023

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Independent auditor’s report



INDEPENDENT AUDITOR’S REPORT

To the members of WSA Co Limited

Opinion

In my opinion, the financial report of WSA Co Limited (the Company) for the year ended 30 June 2023 is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the Company’s financial position as at 30 June 2023 and of its performance for the year then ended; and
- (b) complying with Australian Accounting Standards and the Corporations Regulations 2001.

The financial report of the Company, which I have audited, comprises the following as at 30 June 2023 and for the year then ended:

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

Basis for opinion

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

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

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2023, but does not include the financial report and my auditor’s report thereon.

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

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

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

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Directors’ responsibility for the financial report

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

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

Auditor’s responsibilities for the audit of the financial report

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

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

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

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

I also provide the directors with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Australian National Audit Office

Fiona Sheppard
Executive Director

Delegate of the Auditor-General

Canberra
18 August 2023

Regulatory report

11

"This regulatory report provides information on the company's compliance with the applicable laws and regulations"

Overview

WSA is subject to legislative requirements including, but not limited to, the:

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

This regulatory report provides information on the company's compliance with the applicable laws and regulations. Some matters appear in the main body of the annual report. The regulatory reporting requirements index on pages 113 to 118 lists where the relevant information can be found.

Ownership and structure

WSA is a GBE wholly owned by the Australian Government.

Corporate Plan

WSA published the Corporate Plan 2023–24 in August 2023.

Australian Government policies

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

The Australian Government expects the company to operate in a commercial manner at arms-length from the government. The company has flexibility and discretion in its operation and

commercial decisions within the parameters of applicable legislation, subordinate legislation and policy objectives.

Objectives

The company is required by the Australian Government to develop and operate WSI.

In delivering WSI, the company's objectives are:

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

Parliamentary oversight

Responsible ministers

The responsible ministers during the reporting period were:

Shareholder minister	Period
Senator the Hon Katy Gallagher, Minister for Finance	1 July 2022 – 30 June 2023
The Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government	1 July 2022 – 30 June 2023

Reporting requirements and transparency

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

Parliamentary and other committees

No ministerial directions or policy orders were received by the company during the 2022–23 financial year.

Other Australian Government obligations

Airports Act

As the airport lessee company for WSI, the company is subject to the Airports Act and its regulations.

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

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

Other matters

Reports

Other than as specified, no report on the company was provided by:

- the Auditor-General
- a parliamentary committee
- the Commonwealth Ombudsman
- the Office of the Australian Information Commissioner
- ASIC.

Judicial and administrative decisions

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

Community service obligations

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

Regulatory reporting requirements index

For the year ended 30 June 2023

PGPA Act

Section	Subject	Location	Page(s)
s 97	Financial report	Financial report	82–109
	Directors' report	Directors' report	42–49
	Auditor's report	Independent auditor's report	108–109

Corporations Act

Section	Subject	Location	Page(s)
ss 295–296	Financial statements	Financial report	83–86
	Notes to the financial statements	Financial report	88–104
	Directors' declaration about the statements and notes	Directors' declaration	106
ss 298–300	Directors' report	Directors' report	42–49
ss 301–308	Audit of annual financial report and auditor's report	Independent auditor's report	108–109

PGPA Rule and RMG 137

PGPA Rule reference	Subject	Location	Page(s)	Requirement
28E	Contents of annual report			
28E(a)	The purposes of the company as included in the company's corporate plan for the reporting period	Our purpose, vision and values	12–13	Mandatory
28E(aa)	The results of a measurement and assessment of the company's performance during the reporting period, including the results of a measurement and assessment of the company's performance against any performance measures and any targets included in the company's corporate plan for the reporting period	Remuneration report, Building the infrastructure, Building the business, Building your future	50–63, 14–19, 20–23, 24–31	Mandatory
28E(b)	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Regulatory report	110–112	Mandatory
28E(c)	Any directions given to the entity by a Minister under the company's constitution, an Act or an instrument during the reporting period	Regulatory report	110–112	If applicable, mandatory
28E(d)	Any government policy order that applied in relation to the company during the reporting period under section 93 of the Act	Regulatory report	110–112	If applicable, mandatory
28E(e)	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under the company's constitution, an Act or instrument during the reporting period (b) a government policy order that applied in relation to the company during the reporting period under section 93 of the Act	Not applicable (in 2022–23)		If applicable, mandatory

PGPA Rule reference	Subject	Location	Page(s)	Requirement
28E(f)	Information on each director of the company during the reporting period	Directors' report	42–49	Mandatory
28E(g)	An outline of the organisational structure of the company (including any subsidiaries of the company)	Our people and capability	32–37	Mandatory
28E(ga)	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees (b) statistics on part-time employees (c) statistics on gender (d) statistics on staff location	Our people and capability	32–37	Mandatory
28E(h)	An outline of the location (whether or not in Australia) of major activities or facilities of the company	Building the infrastructure, Building the business, Building your future	14–19, 20–23, 24–31	Mandatory
28E(i)	Information in relation to the main corporate governance practices used by the company during the reporting period	Corporate governance statement	64–75	Mandatory
28E(j), 28E(k)	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): (a) the decision-making process undertaken by the directors of the company for making a decision to approve the company paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company, and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	Not applicable (in 2022–23)		If applicable, mandatory

PGPA Rule and RMG 137

PGPA Rule reference	Subject	Location	Page(s)	Requirement
28E(l)	Any significant activities or changes that affected the operations or structure of the company during the reporting period	Building the infrastructure, Building the business, Building your future	14–19, 20–23, 24–31	If applicable, mandatory
28E(m)	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the company	Regulatory report	110–112	If applicable, mandatory
28E(n)	Particulars of any reports on the company given by: (a) the Auditor-General, or (b) a parliamentary committee, or (c) the Commonwealth Ombudsman, or (d) the Office of the Australian Information Commissioner, or (e) ASIC	Financial report, Regulatory report	82–109, 110–112	If applicable, mandatory
28E(o)	An explanation of information not obtained from a subsidiary of the company and the effect of not having the information on the annual report	Not applicable (in 2022–23)		If applicable, mandatory
28E(oa)	Information about executive remuneration	Remuneration report	50–63	Mandatory
28E(ob)	The following information about the audit committee for the company: (a) a direct electronic address of the charter determining the functions of the audit committee (b) the name of each member of the audit committee (c) the qualifications, knowledge, skills or experience of each member of the audit committee (d) information about each member's attendance at meetings of the audit committee (e) the remuneration of each member of the audit committee	Directors' report, Corporate governance statement, Remuneration report	42–49, 64–75, 50–63	Mandatory

PGPA Rule reference	Subject	Location	Page(s)	Requirement
28F	Disclosure requirements for GBEs			
28F(1)(a)(i)	An assessment of significant changes in the company's overall financial structure and financial conditions	Directors' report	42–49	If applicable, mandatory
28F(1)(a)(ii)	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial condition	Directors' report	42–49	If applicable, mandatory
28F(1)(b)	Information on dividends paid or recommended	Directors' report	42–49	If applicable, mandatory
28F(1)(c)	Details of any community service obligations the GBE has including: (a) an outline of actions taken to fulfil those obligations (b) an assessment of the cost of fulfilling those obligations	Regulatory report	110–112	If applicable, mandatory
28F(2)	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the GBE	Not applicable (in 2022–23)		If applicable, mandatory

RMG 126

Paragraph	Subject	Location	Page(s)
2.2	The implementation of an effective governance framework	Corporate governance statement	64–75
3.16(c)	Performance against financial and non-financial expectations outlined in the corporate plan relating to that financial year	Building the infrastructure, Building the business, Building your future, Financial overview	14–19, 20–23, 24–31, 38–41
3.17	Key governance practices – the information can be modelled against ASX Corporate Governance Principles and Recommendations and may include, but is not limited to: (a) board committees of the company and their main responsibilities (b) education and performance review processes for directors (c) ethics and risk management processes	Corporate governance statement	64–75
3.18	Financial statements and subsidiaries presented in annual reports are audited, or reported on, by the Auditor-General under the circumstances outlined in the <i>Auditor-General Act 1997</i>	Independent auditor's report	108–109
3.19	Note that the Auditor-General is able to conduct a performance audit of an entity GBE or a company GBE, or any of its subsidiaries, in circumstances outlined in the <i>Auditor-General Act 1997</i>	Corporate governance statement [Safeguard integrity in corporate reporting]	64–75
3.20	Include in the annual report the minimum standards outlined in the Voluntary Tax Transparency Code developed by the Board of Taxation to promote more transparency in tax reporting by medium and large businesses	Notes to the financial statements [Income tax expense]	88–104
3.21	Report all relevant information relating to the remuneration packages of all individuals who constitute the executive management on a disaggregated basis. As a minimum, this is to include the CEO and their direct reports	Remuneration report	50–63
3.23	Present remuneration information using the Remuneration Disclosure template provided in the Guidelines	Remuneration report	50–63



Glossary and abbreviations

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Glossary

Airport Plan	The Western Sydney Airport Plan (2016), which outlines the approach to the airport's design and development
delivery partner	The organisation contracted by WSA to support project delivery aspects (Bechtel Corporation)
Statement of Expectations (SOE)	SOE for WSA issued by Senator the Hon Mathias Cormann and the Hon Paul Fletcher MP on 13 September 2017
Western Sydney City Deal	A 20-year agreement between the 3 levels of government to deliver a once-in-a-generation transformation of Sydney's outer west, creating the 'Western Parkland City'

Abbreviations

AASB	Australian Accounting Standards Board
ABC	Airport Building Controller
ABCN	Australian Business and Community Network
AEO	Airport Environment Officer
Airports Act	<i>Airports Act 1996 (Cth)</i>
ASIC	Australian Securities and Investments Commission
ASX	Australian Securities Exchange
ASX Principles	ASX Corporate Governance Council's <i>Corporate Governance Principles and Recommendations</i> , 4 th Edition
BPSO	Business Precinct Stage One
CALD	culturally and linguistically diverse
CEO	Chief Executive Officer

Abbreviations

CFO	Chief Financial Officer
Commonwealth	Commonwealth of Australia
CRC	current replacement cost
Cth	Commonwealth
D&I	Diversity and Inclusion
DITRDCA	Department of Infrastructure, Transport, Regional Development, Communications and the Arts
ECZ	Environmental Conservation Zone
EIS	Environmental Impact Statement
ESA	Equity Subscription Agreement
ETR	effective tax rate
FECAP	Fairfield Emerging Communities Action Partnership
GBE	Government Business Enterprise
GST	goods and services tax
IASB	International Accounting Standards Board
IFRS	International Financial Reporting Standards
ISC	Infrastructure Sustainability Council
KMP	key management personnel
KPI	key performance indicator
NSW	New South Wales
ODP	operations delivery program

Abbreviations

ORAT	Operational Readiness, Activation and Transition
PEO	Principal Executive Officer
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013 (Cth)</i>
PGPA Rule	<i>Public Governance, Performance and Accountability Rule 2014</i>
PRNC	People, Remuneration and Nomination Committee
RAP	Reconciliation Action Plan
RMG	Resource Management Guide
RMG 126	Resource Management Guide No. 126: Commonwealth Government Business Enterprises – Governance and Oversight Guidelines (January 2018) published by the Department of Finance (Cth)
ROI	registration of interest
SaaS	software as a service
SOE	Statement of Expectations
SSI	Settlement Services International
STEM	science, technology, engineering and mathematics
STI	short-term incentive
TFR	total fixed remuneration
TRIFR	total recordable injury frequency rate
WPCA	Western Parkland City Authority
WSA	WSA Co Limited
WSI	Western Sydney International (Nancy-Bird Walton) Airport

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